

**FY01 Army Civilian Personnel Attitude Survey  
Totals for Army and 7 MACOMS  
Results for Civilian Supervisors**

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### 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. Over the past 25 years, Army has periodically surveyed the morale of its workforce. In 2001 Army implemented a web-based version of the Army Civilian Attitude Survey. Over 45,000 employees and 9,000 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 (Core Items)** – The survey includes a number of scaled items that were grouped in 14 composites. Each composite is comprised 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 – Recommendation to Others (q29-q31)	Extent to which supervisors would recommend that others pursue a career with Army.
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 respondents 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.
Diversity (q102-q104)	Extent to which all civilian employees are valued and work together, regardless of differences (e.g., gender, race, religion).
Government Transformation (q115-q123)	Perceptions of positive change (e.g., reducing bureaucracy and red-tape, increasing empowerment).

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**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:

- Army Civilian Personnel OnLine (CPOL) Applications (q78-q98)
- Delegated Classification Authority (q99-q101)
- Harassment (q105-q107)
- Pay Administration (q108-q111)
- Alternative Work Schedules (q112-q114)

However, because the 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 230,000 Army civilian employees and supervisors who were invited to complete the attitude survey, over 54,000 returned surveys for a 23% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to  $\pm 0.4$  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 supervisors, the results are very similar. Of the 23,484 supervisors who were invited to complete the survey, 9,010 responded for a response rate of 38%. This yields a margin for supervisors of  $\pm 0.8$  percentage points. This means that the data presented in this report are generalizable to the population of Army civilian supervisors.

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In the tables below, this same information is presented for different locations (**MACOM, Region**) and demographic groups (**Race, Pay Plan, Gender**).

<b>MACOM</b>		<b>Population*</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
Total Army**		23,484	9,010	38.37	0.8%
AMC		3,978	1,168	29.36	2.4%
FORSCOM		2,070	911	44.01	2.4%
MEDCOM		2,062	976	47.33	2.3%
TRADOC		3,025	1,127	37.26	2.3%
USACE		3,722	1,761	47.31	1.7%
USAREUR		1,359	524	38.56	3.4%
OTHER		7,268	2,543	34.99	1.6%
<b>Region</b>		<b>Population*</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
Europe		1,654	681	41.17	2.9%
Korea		522	233	44.64	4.8%
North Central		2,287	881	38.52	2.6%
National Capital Region		2,796	781	27.93	3.0%
Northeast		3,285	1,070	32.57	2.5%
Pacific		897	506	56.41	2.9%
South Central		2,882	1,226	42.54	2.1%
Southeast		2,840	1,294	45.56	2.0%
Southwest		2,536	1,219	48.07	2.0%
West		1,798	642	35.71	3.1%
		<b>Population*</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
<b>Race</b>	Non-Minority	18,623	7,420	39.84	0.9%
	Minority	4,861	1,590	32.71	2.0%
<b>Pay Plan</b>	GS	19,328	7,957	41.17	0.8%
	WG	2,243	599	26.71	3.4%
<b>Gender</b>	Female	6,277	2,613	41.63	1.5%
	Male	17,206	6,397	37.18	1.0%

\*Population figures as of August, 2001.

\*\*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 (see Interpreting the Results section for contact information).

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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 the group in this report are compared to Army Overall.

Results are presented in the following sections:

- Results Summary:** This section contains overall summary information which includes:
  - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for Total Army and for each subgroup comparison.
  - ✓ Composite summaries: A quick overview of the Composite results for Total Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [Total Army and for each subgroup comparison] who responded to the items in the composite.
  
- Item Detail:** This section provides a detailed look at results for each question.
  - ✓ For the scaled items (5=Strongly Agree, 4=Agree...), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
  - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.

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**Interpreting the Results:** Surveys are valuable when data are analyzed, results are communicated to employees, and information is acted upon in the spirit of continuous improvement. The purpose of this section is to provide some general guidelines on interpreting data.

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:** There is more than one classification of Mixed Item. Generally, these 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:** This is another type of Mixed Item. 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.

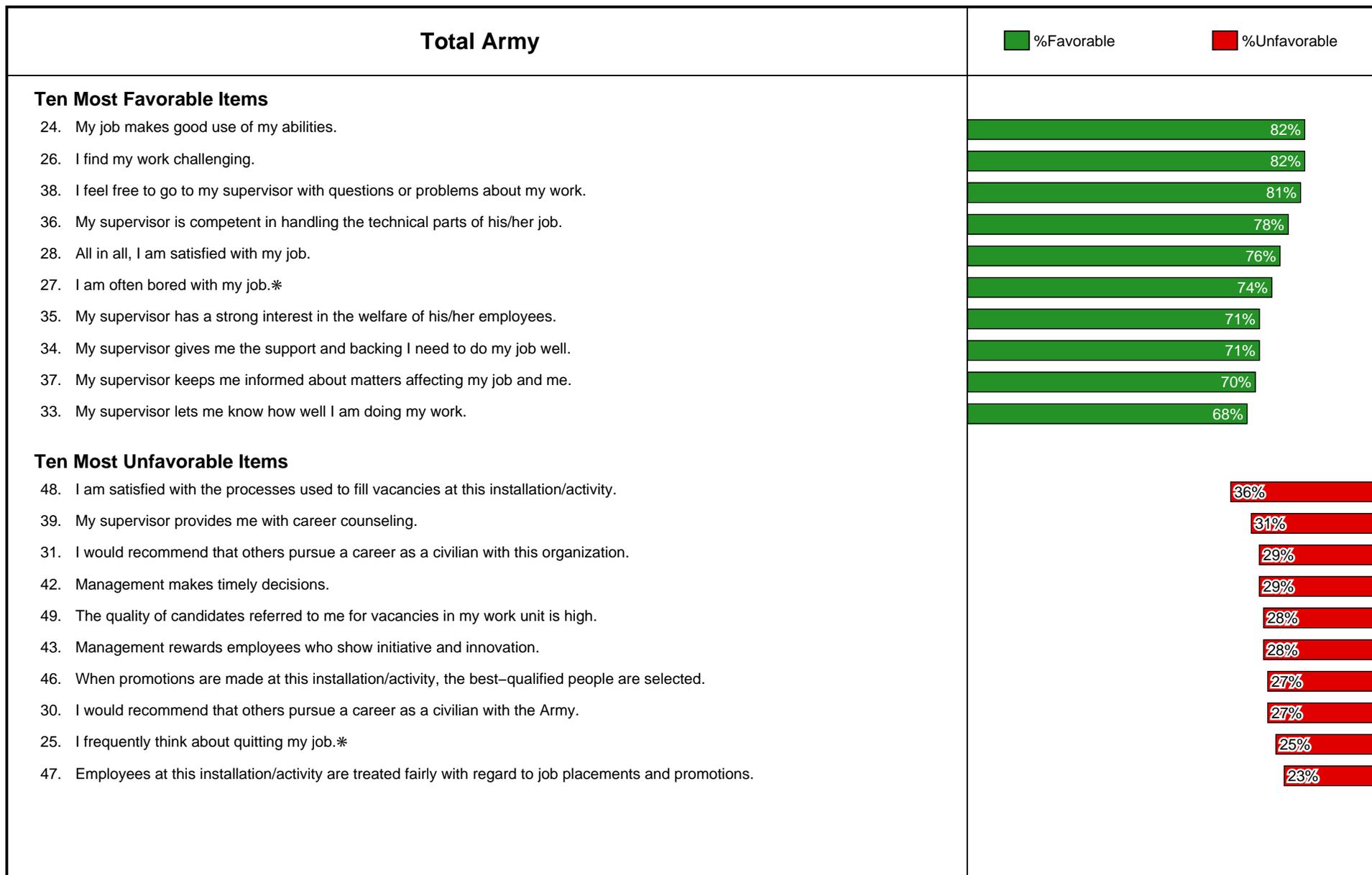
**4. Look for trends across Composites.** Sometimes themes or patterns emerge that cross several survey Composites. Ask yourself:

- ✓ 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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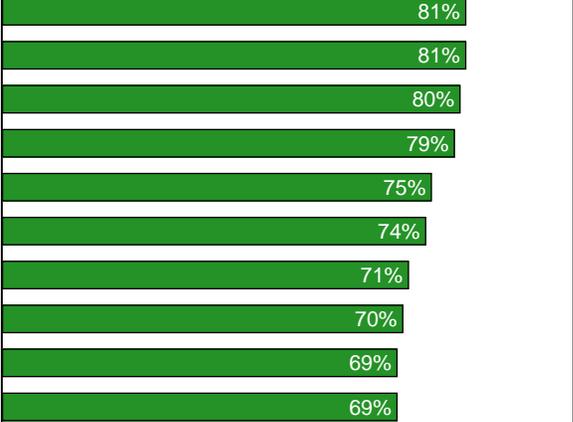
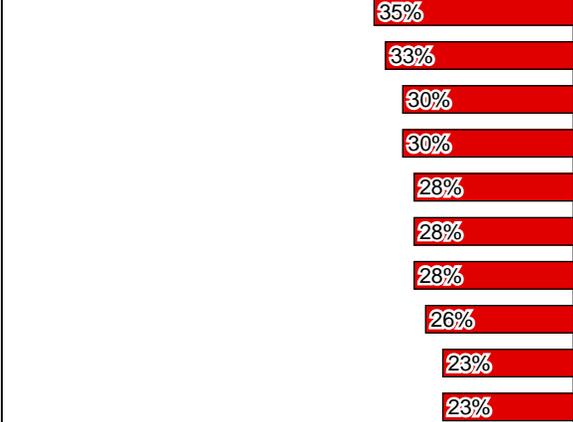
5. **Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, Alternative Work Schedules, OnLine Applications), problems 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@hqda.army.mil](mailto:murray.mack@hqda.army.mil).

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\* Item is phrased in a negative manner.

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AMC	 %Favorable  %Unfavorable																				
<p><b>Ten Most Favorable Items</b></p> <p>24. My job makes good use of my abilities.</p> <p>26. I find my work challenging.</p> <p>38. I feel free to go to my supervisor with questions or problems about my work.</p> <p>36. My supervisor is competent in handling the technical parts of his/her job.</p> <p>27. I am often bored with my 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>35. My supervisor has a strong interest in the welfare of his/her employees.</p> <p>33. My supervisor lets me know how well I am doing my work.</p>	 <table border="1"> <tr><td>24. My job makes good use of my abilities.</td><td>81%</td></tr> <tr><td>26. I find my work challenging.</td><td>81%</td></tr> <tr><td>38. I feel free to go to my supervisor with questions or problems about my work.</td><td>80%</td></tr> <tr><td>36. My supervisor is competent in handling the technical parts of his/her job.</td><td>79%</td></tr> <tr><td>27. I am often bored with my job.*</td><td>75%</td></tr> <tr><td>28. All in all, I am satisfied with my job.</td><td>74%</td></tr> <tr><td>37. My supervisor keeps me informed about matters affecting my job and me.</td><td>71%</td></tr> <tr><td>34. My supervisor gives me the support and backing I need to do my job well.</td><td>70%</td></tr> <tr><td>35. My supervisor has a strong interest in the welfare of his/her employees.</td><td>69%</td></tr> <tr><td>33. My supervisor lets me know how well I am doing my work.</td><td>69%</td></tr> </table>	24. My job makes good use of my abilities.	81%	26. I find my work challenging.	81%	38. I feel free to go to my supervisor with questions or problems about my work.	80%	36. My supervisor is competent in handling the technical parts of his/her job.	79%	27. I am often bored with my job.*	75%	28. All in all, I am satisfied with my job.	74%	37. My supervisor keeps me informed about matters affecting my job and me.	71%	34. My supervisor gives me the support and backing I need to do my job well.	70%	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.	69%
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<p><b>Ten Most Unfavorable Items</b></p> <p>48. I am satisfied with the processes used to fill vacancies at this installation/activity.</p> <p>31. I would recommend that others pursue a career as a civilian with this organization.</p> <p>30. I would recommend that others pursue a career as a civilian with the Army.</p> <p>39. My supervisor provides me with career counseling.</p> <p>29. I would recommend that others pursue a career as a civilian with the Federal government.</p> <p>42. Management makes timely decisions.</p> <p>43. Management rewards employees who show initiative and innovation.</p> <p>46. When promotions are made at this installation/activity, the best-qualified people are selected.</p> <p>25. I frequently think about quitting my job.*</p> <p>49. The quality of candidates referred to me for vacancies in my work unit is high.</p>	 <table border="1"> <tr><td>48. I am satisfied with the processes used to fill vacancies at this installation/activity.</td><td>35%</td></tr> <tr><td>31. I would recommend that others pursue a career as a civilian with this organization.</td><td>33%</td></tr> <tr><td>30. I would recommend that others pursue a career as a civilian with the Army.</td><td>30%</td></tr> <tr><td>39. My supervisor provides me with career counseling.</td><td>30%</td></tr> <tr><td>29. I would recommend that others pursue a career as a civilian with the Federal government.</td><td>28%</td></tr> <tr><td>42. Management makes timely decisions.</td><td>28%</td></tr> <tr><td>43. Management rewards employees who show initiative and innovation.</td><td>28%</td></tr> <tr><td>46. When promotions are made at this installation/activity, the best-qualified people are selected.</td><td>26%</td></tr> <tr><td>25. I frequently think about quitting my job.*</td><td>23%</td></tr> <tr><td>49. The quality of candidates referred to me for vacancies in my work unit is high.</td><td>23%</td></tr> </table>	48. I am satisfied with the processes used to fill vacancies at this installation/activity.	35%	31. I would recommend that others pursue a career as a civilian with this organization.	33%	30. I would recommend that others pursue a career as a civilian with the Army.	30%	39. My supervisor provides me with career counseling.	30%	29. I would recommend that others pursue a career as a civilian with the Federal government.	28%	42. Management makes timely decisions.	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.	26%	25. I frequently think about quitting my job.*	23%	49. The quality of candidates referred to me for vacancies in my work unit is high.	23%
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\* Item is phrased in a negative manner.

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**FORSCOM**

 %Favorable

 %Unfavorable

**Ten Most Favorable Items**

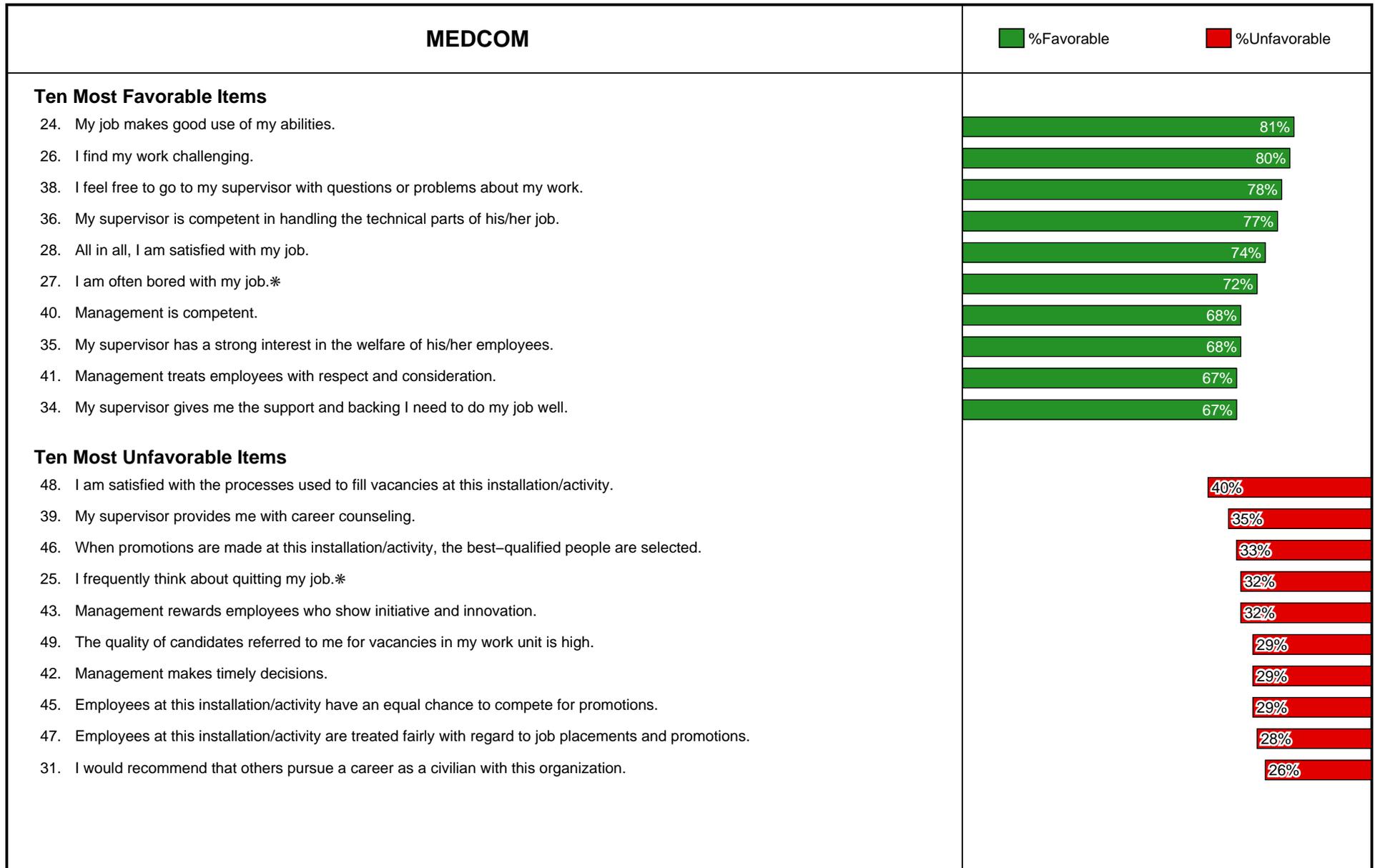
26. I find my work challenging.	83%
38. I feel free to go to my supervisor with questions or problems about my work.	83%
24. My job makes good use of my abilities.	82%
36. My supervisor is competent in handling the technical parts of his/her job.	80%
28. All in all, I am satisfied with my job.	76%
40. Management is competent.	75%
27. I am often bored with my job.*	74%
34. My supervisor gives me the support and backing I need to do my job well.	73%
35. My supervisor has a strong interest in the welfare of his/her employees.	72%
37. My supervisor keeps me informed about matters affecting my job and me.	71%

**Ten Most Unfavorable Items**

48. I am satisfied with the processes used to fill vacancies at this installation/activity.	35%
31. I would recommend that others pursue a career as a civilian with this organization.	32%
30. I would recommend that others pursue a career as a civilian with the Army.	31%
46. When promotions are made at this installation/activity, the best-qualified people are selected.	29%
39. My supervisor provides me with career counseling.	29%
29. I would recommend that others pursue a career as a civilian with the Federal government.	28%
25. I frequently think about quitting my job.*	27%
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.	27%
49. The quality of candidates referred to me for vacancies in my work unit is high.	27%
45. Employees at this installation/activity have an equal chance to compete for promotions.	27%

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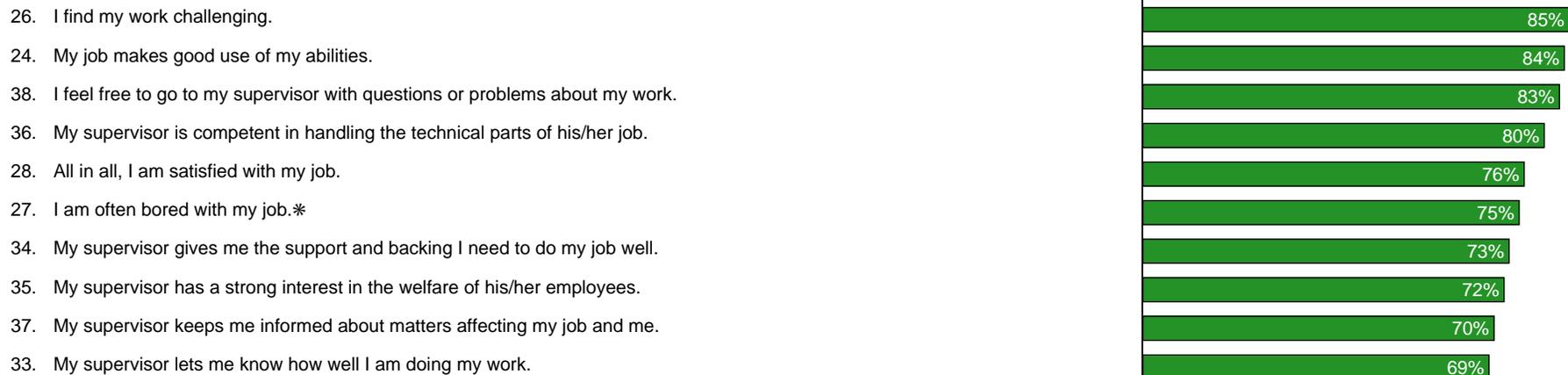
**Civilian Supervisors – FY01  
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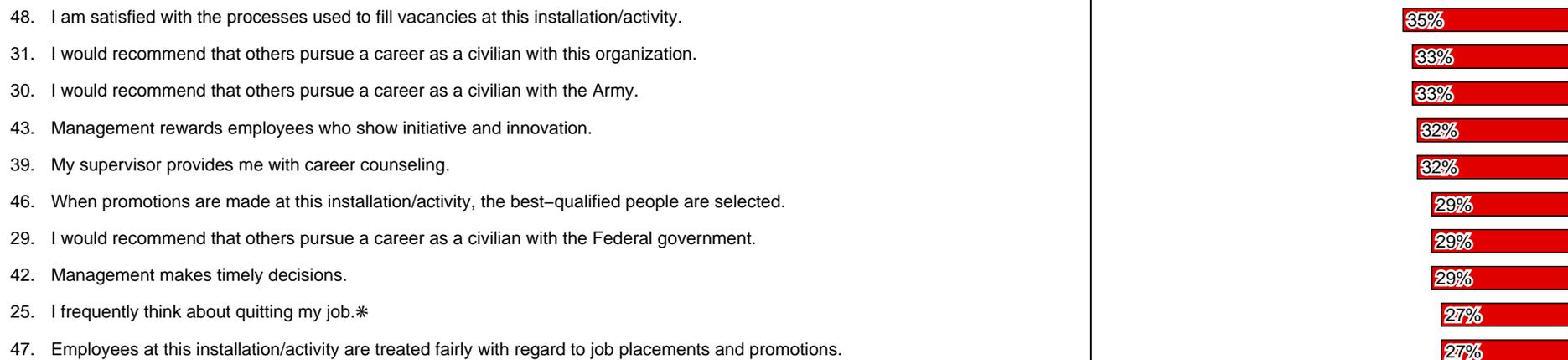
 %Favorable

 %Unfavorable

**Ten Most Favorable Items**



**Ten Most Unfavorable Items**



\* Item is phrased in a negative manner.

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USACE	<span style="color: green;">■</span> %Favorable <span style="color: red;">■</span> %Unfavorable										
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\* Item is phrased in a negative manner.

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**USAREUR**

■ %Favorable      ■ %Unfavorable

**Ten Most Favorable Items**

24. My job makes good use of my abilities.	81%
38. I feel free to go to my supervisor with questions or problems about my work.	80%
26. I find my work challenging.	78%
28. All in all, I am satisfied with my job.	77%
27. I am often bored with my job.*	75%
36. My supervisor is competent in handling the technical parts of his/her job.	75%
29. I would recommend that others pursue a career as a civilian with the Federal government.	71%
40. Management is competent.	69%
35. My supervisor has a strong interest in the welfare of his/her employees.	68%
37. My supervisor keeps me informed about matters affecting my job and me.	67%

**Ten Most Unfavorable Items**

39. My supervisor provides me with career counseling.	38%
48. I am satisfied with the processes used to fill vacancies at this installation/activity.	36%
49. The quality of candidates referred to me for vacancies in my work unit is high.	35%
46. When promotions are made at this installation/activity, the best-qualified people are selected.	31%
42. Management makes timely decisions.	29%
45. Employees at this installation/activity have an equal chance to compete for promotions.	28%
31. I would recommend that others pursue a career as a civilian with this organization.	27%
25. I frequently think about quitting my job.*	26%
43. Management rewards employees who show initiative and innovation.	26%
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.	25%

\* Item is phrased in a negative manner.

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<b>OTHER</b>		 %Favorable  %Unfavorable
<b>Ten Most Favorable Items</b>		
24. My job makes good use of my abilities.	82%	
26. I find my work challenging.	82%	
38. I feel free to go to my supervisor with questions or problems about my work.	80%	
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%	
27. I am often bored with my job.*	73%	
34. My supervisor gives me the support and backing I need to do my job well.	70%	
35. My supervisor has a strong interest in the welfare of his/her employees.	68%	
33. My supervisor lets me know how well I am doing my work.	67%	
37. My supervisor keeps me informed about matters affecting my job and me.	66%	
<b>Ten Most Unfavorable Items</b>		
48. I am satisfied with the processes used to fill vacancies at this installation/activity.		36%
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.		30%
31. I would recommend that others pursue a career as a civilian with this organization.		30%
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%
30. I would recommend that others pursue a career as a civilian with the Army.		27%
25. I frequently think about quitting my job.*		26%
44. Management keeps employees informed.		25%

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Civilian Personnel Service</b>				
Total Army	49%	25%	25%	8,163
AMC	52%	25%	23%	1,079
FORSCOM	56%	23%	22%	844
MEDCOM	47%	27%	26%	874
TRADOC	57%	24%	20%	1,022
USACE	46%	27%	27%	1,586
USAREUR	45%	25%	30%	479
OTHER	47%	26%	27%	2,279
<b>Satisfaction with Job *</b>				
Total Army	74%	12%	13%	8,834
AMC	74%	13%	13%	1,151
FORSCOM	74%	12%	14%	891
MEDCOM	71%	13%	15%	946
TRADOC	75%	12%	13%	1,097
USACE	77%	12%	11%	1,743
USAREUR	74%	11%	15%	512
OTHER	74%	13%	14%	2,495

\* Composite includes reverse-scored items

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Career – Recommendation to Others</b>				
Total Army	56%	18%	26%	8,897
AMC	52%	18%	30%	1,157
FORSCOM	52%	17%	30%	899
MEDCOM	58%	19%	23%	958
TRADOC	50%	18%	32%	1,103
USACE	59%	19%	22%	1,749
USAREUR	64%	15%	22%	523
OTHER	57%	17%	26%	2,508
<b>Satisfaction with Immediate Supervisor</b>				
Total Army	69%	14%	17%	8,884
AMC	69%	15%	16%	1,155
FORSCOM	71%	13%	16%	901
MEDCOM	65%	15%	20%	954
TRADOC	70%	14%	17%	1,107
USACE	72%	14%	14%	1,742
USAREUR	66%	13%	22%	518
OTHER	67%	15%	18%	2,508

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Management</b>				
Total Army	58%	19%	23%	8,887
AMC	57%	20%	23%	1,154
FORSCOM	64%	16%	20%	900
MEDCOM	58%	19%	23%	957
TRADOC	56%	20%	24%	1,107
USACE	60%	20%	20%	1,748
USAREUR	59%	19%	22%	513
OTHER	56%	19%	24%	2,508
<b>Satisfaction with Job Placement/Promotion System</b>				
Total Army	50%	23%	27%	8,579
AMC	53%	22%	25%	1,127
FORSCOM	47%	23%	29%	868
MEDCOM	42%	26%	32%	908
TRADOC	47%	25%	28%	1,054
USACE	57%	20%	24%	1,712
USAREUR	44%	25%	31%	498
OTHER	49%	23%	28%	2,411

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Amount of Authority</b>				
Total Army	59%	29%	11%	8,557
AMC	58%	31%	11%	1,117
FORSCOM	63%	27%	11%	874
MEDCOM	58%	30%	13%	911
TRADOC	60%	28%	13%	1,062
USACE	60%	30%	10%	1,693
USAREUR	60%	28%	12%	494
OTHER	59%	29%	12%	2,406
<b>Satisfaction with Training and Development</b>				
Total Army	68%	14%	17%	8,848
AMC	72%	14%	15%	1,149
FORSCOM	71%	14%	16%	892
MEDCOM	65%	16%	19%	950
TRADOC	69%	14%	18%	1,104
USACE	69%	15%	16%	1,745
USAREUR	65%	14%	21%	514
OTHER	68%	14%	18%	2,495

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Awards and Recognition</b>				
Total Army	54%	22%	24%	8,726
AMC	54%	22%	24%	1,136
FORSCOM	55%	21%	25%	882
MEDCOM	46%	24%	31%	931
TRADOC	50%	23%	28%	1,088
USACE	59%	23%	18%	1,735
USAREUR	54%	22%	24%	501
OTHER	55%	22%	23%	2,454
<b>Satisfaction with Fairness *</b>				
Total Army	63%	21%	16%	8,323
AMC	61%	21%	18%	1,104
FORSCOM	64%	21%	15%	843
MEDCOM	61%	24%	15%	876
TRADOC	61%	22%	18%	1,041
USACE	65%	19%	16%	1,670
USAREUR	63%	24%	14%	467
OTHER	64%	21%	15%	2,322

\* Composite includes reverse-scored items

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

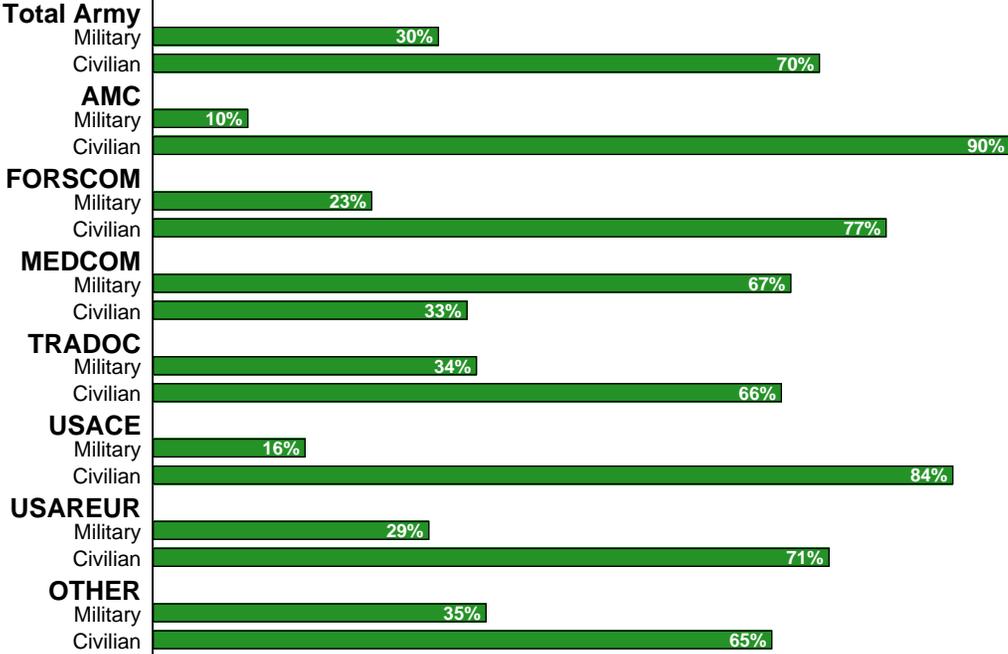
Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Physical Conditions</b>				
Total Army	73%	12%	14%	8,865
AMC	74%	13%	13%	1,152
FORSCOM	69%	13%	17%	896
MEDCOM	72%	13%	15%	959
TRADOC	66%	15%	20%	1,103
USACE	82%	8%	9%	1,743
USAREUR	74%	12%	14%	516
OTHER	70%	14%	16%	2,496
<b>Civilian Workplace Morale *</b>				
Total Army	63%	17%	21%	8,818
AMC	62%	17%	20%	1,149
FORSCOM	63%	16%	21%	892
MEDCOM	60%	18%	22%	945
TRADOC	62%	17%	21%	1,094
USACE	66%	16%	18%	1,738
USAREUR	62%	16%	22%	513
OTHER	62%	17%	21%	2,487
<b>Diversity</b>				
Total Army	78%	15%	7%	8,710
AMC	76%	16%	7%	1,131
FORSCOM	78%	14%	8%	878
MEDCOM	74%	16%	9%	939
TRADOC	76%	17%	8%	1,083
USACE	83%	13%	5%	1,719
USAREUR	78%	13%	8%	499
OTHER	76%	15%	9%	2,460

\* Composite includes reverse-scored items

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Government Transformation</b>				
Total Army	60%	17%	23%	8,784
AMC	59%	17%	23%	1,138
FORSCOM	65%	15%	20%	887
MEDCOM	59%	16%	25%	949
TRADOC	60%	18%	22%	1,095
USACE	60%	18%	22%	1,732
USAREUR	60%	16%	24%	512
OTHER	60%	17%	23%	2,472

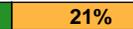
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
1. My immediate supervisor is:		<p>2,623 6,163 116 1,024 201 678 639 316 367 725 271 1,447 147 352 882 1,621</p>

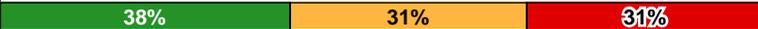
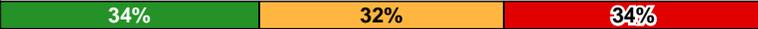
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
2. The personnel office keeps me informed about the status of personnel actions.	<b>Total Army</b>	<b>51%</b>	<b>15%</b>	<b>34%</b>	11	39	15	22	13	3.15	1.25	8,824
	<b>AMC</b>	<b>50%</b>	<b>16%</b>	<b>34%</b>	11	39	16	22	12	3.14	1.23	1,150
	<b>FORSCOM</b>	<b>58%</b>	<b>12%</b>	<b>31%</b>	13	45	12	21	10	3.30	1.22	890
	<b>MEDCOM</b>	<b>52%</b>	<b>15%</b>	<b>33%</b>	13	39	15	20	13	3.18	1.26	952
	<b>TRADOC</b>	<b>58%</b>	<b>16%</b>	<b>26%</b>	16	43	16	17	9	3.39	1.19	1,101
	<b>USACE</b>	<b>45%</b>	<b>16%</b>	<b>39%</b>	7	38	16	25	14	3.00	1.21	1,736
	<b>USAREUR</b>	<b>45%</b>	<b>15%</b>	<b>40%</b>	11	34	15	24	17	2.99	1.30	513
	<b>OTHER</b>	<b>50%</b>	<b>14%</b>	<b>36%</b>	12	38	14	21	15	3.11	1.28	2,482
3. The staff who provides personnel services have a good understanding of my work unit's operation and mission.	<b>Total Army</b>	<b>45%</b>	<b>19%</b>	<b>36%</b>	11	34	19	24	13	3.08	1.23	8,799
	<b>AMC</b>	<b>45%</b>	<b>18%</b>	<b>37%</b>	12	34	18	26	11	3.09	1.22	1,147
	<b>FORSCOM</b>	<b>50%</b>	<b>19%</b>	<b>31%</b>	12	37	19	21	10	3.20	1.20	895
	<b>MEDCOM</b>	<b>44%</b>	<b>18%</b>	<b>38%</b>	12	32	18	25	13	3.04	1.25	943
	<b>TRADOC</b>	<b>53%</b>	<b>18%</b>	<b>29%</b>	16	37	18	20	8	3.32	1.21	1,092
	<b>USACE</b>	<b>43%</b>	<b>18%</b>	<b>39%</b>	9	34	18	24	15	2.97	1.24	1,739
	<b>USAREUR</b>	<b>42%</b>	<b>20%</b>	<b>38%</b>	11	30	20	24	15	3.00	1.26	512
	<b>OTHER</b>	<b>42%</b>	<b>20%</b>	<b>38%</b>	11	31	20	25	13	3.02	1.24	2,471

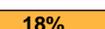
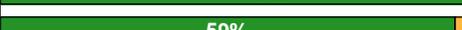
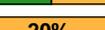
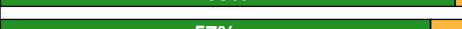
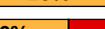
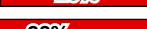
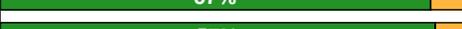
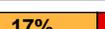
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
4. The personnel office refers a reasonable number of candidates for vacancies.									
<b>Total Army</b>	<b>56%</b>  <b>21%</b>  <b>22%</b> 	10	46	21	15	8	3.36	1.09	8,296
<b>AMC</b>	<b>59%</b>  <b>21%</b>  <b>19%</b> 	12	47	21	12	7	3.45	1.08	1,094
<b>FORSCOM</b>	<b>64%</b>  <b>21%</b>  <b>16%</b> 	12	52	21	11	4	3.55	0.99	846
<b>MEDCOM</b>	<b>51%</b>  <b>23%</b>  <b>26%</b> 	10	42	23	18	9	3.26	1.12	868
<b>TRADOC</b>	<b>60%</b>  <b>22%</b>  <b>18%</b> 	14	47	22	13	5	3.51	1.04	1,005
<b>USACE</b>	<b>54%</b>  <b>21%</b>  <b>24%</b> 	6	49	21	15	9	3.27	1.07	1,671
<b>USAREUR</b>	<b>52%</b>  <b>20%</b>  <b>28%</b> 	9	43	20	16	12	3.21	1.17	491
<b>OTHER</b>	<b>55%</b>  <b>21%</b>  <b>24%</b> 	11	44	21	16	8	3.34	1.12	2,321
5. The personnel office refers candidates for vacancies in a reasonable amount of time.									
<b>Total Army</b>	<b>40%</b>  <b>19%</b>  <b>41%</b> 	7	33	19	25	16	2.90	1.23	8,369
<b>AMC</b>	<b>46%</b>  <b>19%</b>  <b>35%</b> 	9	37	19	21	14	3.05	1.22	1,102
<b>FORSCOM</b>	<b>49%</b>  <b>18%</b>  <b>33%</b> 	10	39	18	23	10	3.15	1.18	850
<b>MEDCOM</b>	<b>36%</b>  <b>19%</b>  <b>44%</b> 	7	29	19	26	18	2.82	1.23	875
<b>TRADOC</b>	<b>45%</b>  <b>21%</b>  <b>35%</b> 	10	35	21	22	13	3.07	1.21	1,014
<b>USACE</b>	<b>34%</b>  <b>20%</b>  <b>46%</b> 	4	30	20	27	19	2.72	1.18	1,683
<b>USAREUR</b>	<b>34%</b>  <b>15%</b>  <b>51%</b> 	6	28	15	30	21	2.68	1.26	495
<b>OTHER</b>	<b>40%</b>  <b>18%</b>  <b>42%</b> 	8	32	18	24	18	2.88	1.26	2,350

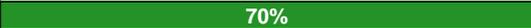
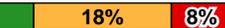
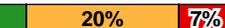
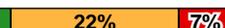
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
6. The personnel office refers high quality candidates for vacancies.									
<b>Total Army</b>		6	32	31	21	10	3.03	1.08	8,368
<b>AMC</b>		7	39	30	17	7	3.23	1.03	1,101
<b>FORSCOM</b>		7	32	32	21	8	3.07	1.06	844
<b>MEDCOM</b>		6	31	33	21	10	3.02	1.07	881
<b>TRADOC</b>		7	35	31	19	8	3.15	1.06	1,015
<b>USACE</b>		3	31	32	22	12	2.91	1.06	1,676
<b>USAREUR</b>		4	28	30	26	12	2.85	1.08	497
<b>OTHER</b>		6	31	30	22	10	3.01	1.10	2,354
7. The personnel office treats people courteously.									
<b>Total Army</b>		24	52	15	6	3	3.88	0.93	8,788
<b>AMC</b>		22	54	16	6	2	3.89	0.88	1,148
<b>FORSCOM</b>		26	53	12	6	3	3.94	0.92	885
<b>MEDCOM</b>		22	53	14	7	4	3.83	0.97	944
<b>TRADOC</b>		31	52	13	3	1	4.08	0.82	1,094
<b>USACE</b>		22	54	16	6	3	3.87	0.90	1,727
<b>USAREUR</b>		24	51	13	8	3	3.84	1.00	518
<b>OTHER</b>		22	50	17	7	4	3.79	0.98	2,472

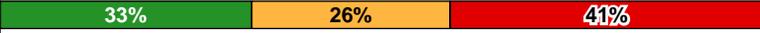
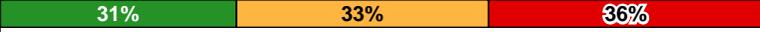
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.									
<b>Total Army</b>	<b>61%</b>  <b>18%</b>  <b>21%</b> 	16	45	18	15	7	3.49	1.13	8,872
<b>AMC</b>	<b>62%</b>  <b>17%</b>  <b>21%</b> 	14	48	17	15	6	3.50	1.09	1,156
<b>FORSCOM</b>	<b>67%</b>  <b>16%</b>  <b>17%</b> 	21	46	16	12	5	3.65	1.10	897
<b>MEDCOM</b>	<b>60%</b>  <b>18%</b>  <b>22%</b> 	15	44	18	14	7	3.46	1.13	958
<b>TRADOC</b>	<b>70%</b>  <b>13%</b>  <b>17%</b> 	21	49	13	12	5	3.69	1.08	1,109
<b>USACE</b>	<b>59%</b>  <b>20%</b>  <b>20%</b> 	13	46	20	14	6	3.45	1.08	1,738
<b>USAREUR</b>	<b>57%</b>  <b>16%</b>  <b>28%</b> 	16	40	16	19	9	3.36	1.22	515
<b>OTHER</b>	<b>57%</b>  <b>18%</b>  <b>25%</b> 	15	42	18	16	8	3.39	1.17	2,499
9. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.									
<b>Total Army</b>	<b>51%</b>  <b>17%</b>  <b>32%</b> 	15	36	17	21	11	3.22	1.25	8,861
<b>AMC</b>	<b>52%</b>  <b>18%</b>  <b>31%</b> 	14	37	18	19	11	3.24	1.24	1,152
<b>FORSCOM</b>	<b>57%</b>  <b>16%</b>  <b>27%</b> 	18	39	16	17	10	3.38	1.24	898
<b>MEDCOM</b>	<b>50%</b>  <b>19%</b>  <b>31%</b> 	15	35	19	19	12	3.22	1.25	958
<b>TRADOC</b>	<b>59%</b>  <b>17%</b>  <b>24%</b> 	20	39	17	15	8	3.47	1.21	1,106
<b>USACE</b>	<b>46%</b>  <b>18%</b>  <b>36%</b> 	11	34	18	23	13	3.08	1.24	1,741
<b>USAREUR</b>	<b>45%</b>  <b>16%</b>  <b>39%</b> 	15	30	16	26	13	3.08	1.30	514
<b>OTHER</b>	<b>49%</b>  <b>17%</b>  <b>34%</b> 	15	34	17	22	12	3.18	1.27	2,492

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
10. The staff of the personnel office acts with integrity.									
<b>Total Army</b>	<b>70%</b>  <b>21%</b>  <b>9%</b>	23	47	21	5	3	3.81	0.96	8,663
<b>AMC</b>	<b>74%</b>  <b>18%</b>  <b>8%</b>	24	50	18	6	3	3.87	0.93	1,131
<b>FORSCOM</b>	<b>73%</b>  <b>20%</b>  <b>7%</b>	25	49	20	4	3	3.88	0.92	878
<b>MEDCOM</b>	<b>66%</b>  <b>24%</b>  <b>10%</b>	20	46	24	5	5	3.72	1.00	935
<b>TRADOC</b>	<b>75%</b>  <b>19%</b>  <b>6%</b>	28	46	19	4	2	3.95	0.92	1,079
<b>USACE</b>	<b>71%</b>  <b>22%</b>  <b>7%</b>	21	50	22	5	2	3.84	0.89	1,710
<b>USAREUR</b>	<b>66%</b>  <b>20%</b>  <b>14%</b>	20	45	20	8	6	3.66	1.08	510
<b>OTHER</b>	<b>66%</b>  <b>24%</b>  <b>10%</b>	21	46	24	6	4	3.73	0.99	2,420
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).									
<b>Total Army</b>	<b>63%</b>  <b>18%</b>  <b>20%</b>	18	44	18	13	6	3.55	1.12	8,748
<b>AMC</b>	<b>62%</b>  <b>19%</b>  <b>20%</b>	19	42	19	13	6	3.55	1.13	1,147
<b>FORSCOM</b>	<b>66%</b>  <b>17%</b>  <b>17%</b>	20	46	17	12	5	3.65	1.08	886
<b>MEDCOM</b>	<b>61%</b>  <b>18%</b>  <b>22%</b>	16	45	18	13	8	3.47	1.16	939
<b>TRADOC</b>	<b>70%</b>  <b>15%</b>  <b>15%</b>	23	47	15	11	4	3.74	1.05	1,078
<b>USACE</b>	<b>60%</b>  <b>20%</b>  <b>20%</b>	14	46	20	14	6	3.48	1.08	1,722
<b>USAREUR</b>	<b>59%</b>  <b>17%</b>  <b>24%</b>	19	40	17	18	6	3.48	1.17	515
<b>OTHER</b>	<b>62%</b>  <b>17%</b>  <b>21%</b>	18	43	17	14	7	3.52	1.15	2,461

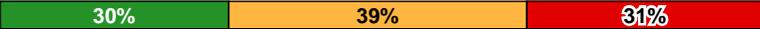
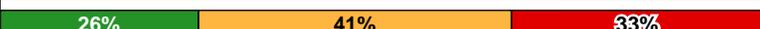
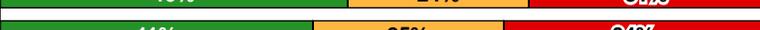
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.									
<b>Total Army</b>		8	32	25	23	12	3.02	1.17	8,256
<b>AMC</b>		11	32	27	20	10	3.13	1.16	1,076
<b>FORSCOM</b>		10	40	23	21	6	3.26	1.09	843
<b>MEDCOM</b>		8	30	27	22	13	2.98	1.16	863
<b>TRADOC</b>		11	36	26	19	8	3.24	1.11	995
<b>USACE</b>		4	29	26	24	17	2.79	1.16	1,665
<b>USAREUR</b>		8	28	25	27	12	2.93	1.17	495
<b>OTHER</b>		9	30	24	24	12	2.99	1.18	2,319
13. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.									
<b>Total Army</b>		8	31	29	20	12	3.03	1.14	7,950
<b>AMC</b>		10	31	30	19	10	3.11	1.13	1,041
<b>FORSCOM</b>		9	37	28	19	8	3.19	1.09	819
<b>MEDCOM</b>		8	28	29	21	15	2.92	1.17	866
<b>TRADOC</b>		11	37	27	17	7	3.28	1.10	975
<b>USACE</b>		4	26	33	22	14	2.85	1.10	1,560
<b>USAREUR</b>		7	29	25	25	14	2.89	1.17	473
<b>OTHER</b>		8	30	29	21	12	3.02	1.15	2,216

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.	<b>Total Army</b>	<b>36%</b>	<b>37%</b>	<b>27%</b>	8	28	37	18	10	3.07	1.08	6,819
	<b>AMC</b>	<b>37%</b>	<b>36%</b>	<b>27%</b>	10	27	36	19	8	3.12	1.07	916
	<b>FORSCOM</b>	<b>42%</b>	<b>33%</b>	<b>25%</b>	8	33	33	17	9	3.16	1.08	755
	<b>MEDCOM</b>	<b>32%</b>	<b>41%</b>	<b>27%</b>	7	26	41	15	12	3.01	1.08	717
	<b>TRADOC</b>	<b>45%</b>	<b>33%</b>	<b>22%</b>	13	32	33	16	7	3.29	1.08	876
	<b>USACE</b>	<b>33%</b>	<b>41%</b>	<b>27%</b>	5	28	41	17	9	3.01	1.01	1,264
	<b>USAREUR</b>	<b>30%</b>	<b>38%</b>	<b>31%</b>	6	24	38	19	12	2.93	1.08	398
	<b>OTHER</b>	<b>34%</b>	<b>35%</b>	<b>31%</b>	9	25	35	20	11	3.01	1.11	1,893
	15. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on handling reduction-in-force.	<b>Total Army</b>	<b>41%</b>	<b>42%</b>	<b>17%</b>	11	30	42	11	6	3.29	1.00
<b>AMC</b>		<b>48%</b>	<b>34%</b>	<b>18%</b>	13	35	34	13	5	3.38	1.02	824
<b>FORSCOM</b>		<b>47%</b>	<b>36%</b>	<b>16%</b>	12	36	36	10	6	3.37	1.02	699
<b>MEDCOM</b>		<b>33%</b>	<b>52%</b>	<b>15%</b>	7	26	52	10	5	3.19	0.89	570
<b>TRADOC</b>		<b>56%</b>	<b>32%</b>	<b>12%</b>	18	38	32	9	3	3.59	0.99	812
<b>USACE</b>		<b>33%</b>	<b>52%</b>	<b>15%</b>	6	27	52	9	7	3.16	0.91	793
<b>USAREUR</b>		<b>34%</b>	<b>49%</b>	<b>17%</b>	8	25	49	11	6	3.19	0.95	302
<b>OTHER</b>		<b>35%</b>	<b>46%</b>	<b>20%</b>	10	25	46	12	8	3.17	1.03	1,424

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
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.									
<b>Total Army</b>		7	24	39	20	11	2.94	1.07	6,634
<b>AMC</b>		7	22	39	22	10	2.94	1.05	916
<b>FORSCOM</b>		8	27	38	17	9	3.07	1.07	737
<b>MEDCOM</b>		5	21	41	22	11	2.88	1.03	703
<b>TRADOC</b>		11	30	36	15	8	3.22	1.08	855
<b>USACE</b>		3	22	40	20	15	2.80	1.04	1,211
<b>USAREUR</b>		5	21	39	22	13	2.83	1.07	393
<b>OTHER</b>		7	23	38	21	12	2.92	1.08	1,819
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.									
<b>Total Army</b>		11	36	24	18	10	3.20	1.17	8,370
<b>AMC</b>		11	36	26	18	9	3.23	1.13	1,092
<b>FORSCOM</b>		13	40	22	17	8	3.34	1.14	850
<b>MEDCOM</b>		12	35	24	18	11	3.19	1.18	900
<b>TRADOC</b>		15	39	23	15	8	3.39	1.15	1,053
<b>USACE</b>		9	37	24	19	12	3.13	1.17	1,648
<b>USAREUR</b>		11	30	25	19	15	3.04	1.24	498
<b>OTHER</b>		11	33	25	20	11	3.13	1.18	2,329

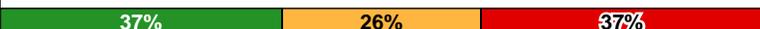
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
18. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance management.											
<b>Total Army</b>	<b>50%</b>	<b>30%</b>	<b>20%</b>	12	38	30	13	7	3.36	1.07	7,918
<b>AMC</b>	<b>53%</b>	<b>29%</b>	<b>18%</b>	16	37	29	12	6	3.45	1.08	1,071
<b>FORSCOM</b>	<b>56%</b>	<b>28%</b>	<b>16%</b>	13	43	28	11	5	3.49	1.01	823
<b>MEDCOM</b>	<b>47%</b>	<b>31%</b>	<b>22%</b>	12	34	31	14	8	3.29	1.09	867
<b>TRADOC</b>	<b>57%</b>	<b>28%</b>	<b>14%</b>	16	42	28	10	5	3.54	1.01	994
<b>USACE</b>	<b>49%</b>	<b>31%</b>	<b>21%</b>	10	39	31	15	6	3.31	1.04	1,531
<b>USAREUR</b>	<b>46%</b>	<b>33%</b>	<b>20%</b>	13	33	33	13	7	3.32	1.09	460
<b>OTHER</b>	<b>46%</b>	<b>32%</b>	<b>23%</b>	10	35	32	14	8	3.25	1.09	2,172
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.											
<b>Total Army</b>	<b>51%</b>	<b>28%</b>	<b>21%</b>	10	40	28	14	7	3.32	1.06	8,314
<b>AMC</b>	<b>52%</b>	<b>30%</b>	<b>18%</b>	12	39	30	13	6	3.40	1.04	1,089
<b>FORSCOM</b>	<b>62%</b>	<b>23%</b>	<b>16%</b>	14	48	23	11	5	3.55	1.01	844
<b>MEDCOM</b>	<b>49%</b>	<b>30%</b>	<b>21%</b>	9	40	30	15	6	3.31	1.04	897
<b>TRADOC</b>	<b>53%</b>	<b>27%</b>	<b>20%</b>	11	41	27	14	7	3.37	1.07	1,041
<b>USACE</b>	<b>46%</b>	<b>31%</b>	<b>23%</b>	7	40	31	15	8	3.23	1.04	1,607
<b>USAREUR</b>	<b>48%</b>	<b>27%</b>	<b>25%</b>	9	39	27	15	9	3.23	1.11	495
<b>OTHER</b>	<b>49%</b>	<b>27%</b>	<b>24%</b>	10	39	27	16	8	3.27	1.10	2,341

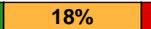
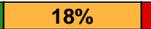
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.									
<b>Total Army</b>		11	42	29	12	6	3.40	1.03	8,380
<b>AMC</b>		14	43	28	10	4	3.52	1.00	1,083
<b>FORSCOM</b>		12	46	24	12	5	3.49	1.03	852
<b>MEDCOM</b>		9	40	28	14	8	3.28	1.08	904
<b>TRADOC</b>		12	44	26	11	6	3.44	1.04	1,042
<b>USACE</b>		7	44	32	11	5	3.37	0.95	1,638
<b>USAREUR</b>		11	40	28	17	5	3.33	1.05	495
<b>OTHER</b>		11	40	29	12	7	3.36	1.06	2,366
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.									
<b>Total Army</b>		13	40	33	10	5	3.44	1.01	7,439
<b>AMC</b>		15	41	31	10	4	3.54	0.97	1,020
<b>FORSCOM</b>		17	44	27	9	3	3.62	0.98	810
<b>MEDCOM</b>		11	39	33	9	8	3.38	1.05	816
<b>TRADOC</b>		14	43	31	8	4	3.56	0.96	965
<b>USACE</b>		11	40	36	8	5	3.44	0.97	1,383
<b>USAREUR</b>		9	36	34	13	9	3.23	1.07	422
<b>OTHER</b>		11	36	35	11	7	3.33	1.03	2,023

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
22. Overall, the quality of service given by the personnel office is:									
<b>Total Army</b>		11	41	25	17	7	3.32	1.08	8,754
<b>AMC</b>		12	41	26	16	4	3.41	1.02	1,144
<b>FORSCOM</b>		13	47	20	15	5	3.48	1.05	887
<b>MEDCOM</b>		10	40	27	15	7	3.31	1.08	943
<b>TRADOC</b>		16	46	23	11	3	3.60	1.00	1,089
<b>USACE</b>		6	39	27	19	8	3.17	1.07	1,729
<b>USAREUR</b>		12	38	22	20	8	3.24	1.15	508
<b>OTHER</b>		10	38	25	19	8	3.24	1.11	2,454
23. Overall, the timeliness of service given by the personnel office is:									
<b>Total Army</b>		9	35	24	21	10	3.11	1.15	8,750
<b>AMC</b>		11	36	25	21	8	3.20	1.13	1,141
<b>FORSCOM</b>		11	40	22	20	6	3.31	1.10	889
<b>MEDCOM</b>		9	35	26	20	10	3.13	1.14	936
<b>TRADOC</b>		13	40	24	16	7	3.36	1.12	1,087
<b>USACE</b>		5	32	26	24	13	2.92	1.13	1,724
<b>USAREUR</b>		10	30	25	24	11	3.03	1.17	509
<b>OTHER</b>		9	33	24	23	12	3.04	1.18	2,464

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
24. My job makes good use of my abilities.									
<b>Total Army</b>	<b>82%</b>  <b>7%</b>  <b>11%</b>	36	46	7	8	3	4.05	1.01	8,939
<b>AMC</b>	<b>81%</b>  <b>8%</b>  <b>11%</b>	32	49	8	8	3	4.00	0.99	1,159
<b>FORSCOM</b>	<b>82%</b>  <b>7%</b>  <b>11%</b>	39	44	7	8	3	4.07	1.01	902
<b>MEDCOM</b>	<b>81%</b>  <b>7%</b>  <b>11%</b>	37	45	7	8	3	4.03	1.03	964
<b>TRADOC</b>	<b>84%</b>  <b>7%</b>  <b>10%</b>	40	44	7	7	3	4.11	0.99	1,114
<b>USACE</b>	<b>83%</b>  <b>7%</b>  <b>10%</b>	31	52	7	7	3	4.02	0.96	1,756
<b>USAREUR</b>	<b>81%</b>   <b>14%</b>	40	41	5	9	5	4.02	1.11	520
<b>OTHER</b>	<b>82%</b>  <b>7%</b>  <b>11%</b>	38	44	7	8	3	4.06	1.02	2,524
25. I frequently think about quitting my job.*									
<b>Total Army</b>	<b>57%</b>  <b>18%</b>  <b>25%</b> 	30	27	18	17	8	3.53	1.30	8,710
<b>AMC</b>	<b>58%</b>  <b>19%</b>  <b>23%</b> 	30	27	19	16	7	3.58	1.26	1,142
<b>FORSCOM</b>	<b>55%</b>  <b>18%</b>  <b>27%</b> 	31	24	18	18	9	3.49	1.33	881
<b>MEDCOM</b>	<b>50%</b>  <b>18%</b>  <b>32%</b> 	22	28	18	22	10	3.29	1.30	930
<b>TRADOC</b>	<b>55%</b>  <b>18%</b>  <b>27%</b> 	29	26	18	18	9	3.48	1.32	1,076
<b>USACE</b>	<b>62%</b>  <b>18%</b>  <b>20%</b> 	33	29	18	15	5	3.69	1.22	1,730
<b>USAREUR</b>	<b>59%</b>  <b>15%</b>  <b>26%</b> 	31	27	15	18	8	3.56	1.31	500
<b>OTHER</b>	<b>56%</b>  <b>18%</b>  <b>26%</b> 	30	26	18	17	9	3.50	1.32	2,451

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

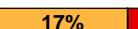
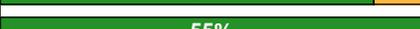
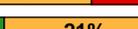
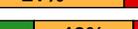
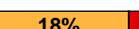
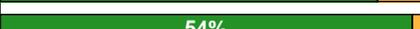
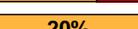
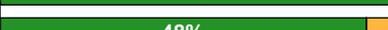
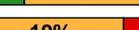
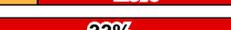
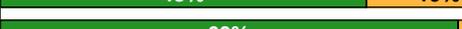
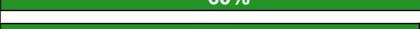
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
26. I find my work challenging.									
<b>Total Army</b>	82%     10%     8%	37	45	10	6	2	4.10	0.94	8,926
<b>AMC</b>	81%     10%     9%	36	44	10	6	3	4.05	0.99	1,158
<b>FORSCOM</b>	83%     9%     8%	42	41	9	6	2	4.16	0.93	901
<b>MEDCOM</b>	80%     11%     8%	40	40	11	7	2	4.11	0.96	959
<b>TRADOC</b>	85%     8%     7%	39	46	8	5	2	4.14	0.91	1,113
<b>USACE</b>	84%     10%     6%	33	51	10	4	1	4.10	0.85	1,753
<b>USAREUR</b>	78%     11%     11%	38	41	11	6	4	4.01	1.06	519
<b>OTHER</b>	82%     10%     8%	37	45	10	6	2	4.09	0.94	2,523
27. I am often bored with my job.*									
<b>Total Army</b>	74%     15%     11%	42	33	15	8	3	4.02	1.07	8,711
<b>AMC</b>	75%     14%     11%	42	33	14	8	3	4.03	1.07	1,140
<b>FORSCOM</b>	74%     14%     12%	42	31	14	9	4	4.00	1.12	874
<b>MEDCOM</b>	72%     15%     13%	37	35	15	10	3	3.93	1.09	921
<b>TRADOC</b>	75%     15%     11%	42	33	15	7	3	4.02	1.07	1,079
<b>USACE</b>	76%     14%     10%	42	35	14	8	2	4.07	1.01	1,729
<b>USAREUR</b>	75%     14%     11%	47	28	14	8	4	4.08	1.11	502
<b>OTHER</b>	73%     16%     11%	42	31	16	8	3	4.02	1.07	2,466

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
28. All in all, I am satisfied with my job.									
<b>Total Army</b>	<b>76%</b> 	30	46	12	8	4	3.90	1.04	8,883
<b>AMC</b>	<b>74%</b> 	26	48	14	8	4	3.84	1.02	1,154
<b>FORSCOM</b>	<b>76%</b> 	34	42	12	7	5	3.93	1.08	896
<b>MEDCOM</b>	<b>74%</b> 	27	46	13	10	4	3.84	1.04	955
<b>TRADOC</b>	<b>76%</b> 	33	43	12	8	4	3.92	1.07	1,105
<b>USACE</b>	<b>79%</b> 	27	51	11	8	3	3.93	0.97	1,747
<b>USAREUR</b>	<b>77%</b> 	32	45	11	8	3	3.94	1.03	517
<b>OTHER</b>	<b>75%</b> 	31	44	13	8	4	3.90	1.05	2,509
29. I would recommend that others pursue a career as a civilian with the Federal government.									
<b>Total Army</b>	<b>60%</b> 	19	41	16	14	9	3.46	1.21	8,904
<b>AMC</b>	<b>55%</b> 	17	38	17	17	11	3.32	1.25	1,157
<b>FORSCOM</b>	<b>56%</b> 	18	38	16	16	12	3.33	1.28	899
<b>MEDCOM</b>	<b>64%</b> 	20	44	17	11	8	3.56	1.15	958
<b>TRADOC</b>	<b>54%</b> 	18	37	16	18	12	3.31	1.27	1,104
<b>USACE</b>	<b>61%</b> 	16	45	18	14	8	3.47	1.14	1,753
<b>USAREUR</b>	<b>71%</b> 	25	46	13	10	6	3.74	1.11	522
<b>OTHER</b>	<b>63%</b> 	21	41	16	13	9	3.54	1.21	2,511

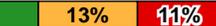
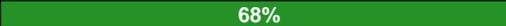
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					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.									
<b>Total Army</b>	<b>54%</b>  <b>19%</b>  <b>27%</b> 	17	37	19	16	11	3.33	1.25	8,896
<b>AMC</b>	<b>51%</b>  <b>19%</b>  <b>30%</b> 	16	36	19	17	13	3.25	1.27	1,158
<b>FORSCOM</b>	<b>52%</b>  <b>17%</b>  <b>31%</b> 	17	35	17	18	14	3.24	1.30	900
<b>MEDCOM</b>	<b>57%</b>  <b>20%</b>  <b>24%</b> 	18	39	20	14	10	3.41	1.20	957
<b>TRADOC</b>	<b>49%</b>  <b>18%</b>  <b>33%</b> 	16	33	18	19	13	3.19	1.29	1,103
<b>USACE</b>	<b>55%</b>  <b>21%</b>  <b>23%</b> 	14	42	21	14	10	3.36	1.16	1,747
<b>USAREUR</b>	<b>65%</b>  <b>13%</b>  <b>22%</b> 	22	43	13	13	9	3.56	1.22	523
<b>OTHER</b>	<b>55%</b>  <b>18%</b>  <b>27%</b> 	20	36	18	16	11	3.37	1.27	2,508
31. I would recommend that others pursue a career as a civilian with this organization.									
<b>Total Army</b>	<b>53%</b>  <b>18%</b>  <b>29%</b> 	18	35	18	16	13	3.29	1.30	8,891
<b>AMC</b>	<b>49%</b>  <b>19%</b>  <b>33%</b> 	17	32	19	19	14	3.18	1.31	1,156
<b>FORSCOM</b>	<b>49%</b>  <b>18%</b>  <b>32%</b> 	17	32	18	17	16	3.18	1.33	899
<b>MEDCOM</b>	<b>54%</b>  <b>20%</b>  <b>26%</b> 	17	37	20	13	13	3.32	1.27	958
<b>TRADOC</b>	<b>48%</b>  <b>19%</b>  <b>33%</b> 	18	31	19	18	15	3.18	1.33	1,101
<b>USACE</b>	<b>60%</b>  <b>17%</b>  <b>23%</b> 	18	41	17	15	9	3.46	1.19	1,748
<b>USAREUR</b>	<b>55%</b>  <b>18%</b>  <b>27%</b> 	23	32	18	14	13	3.39	1.32	524
<b>OTHER</b>	<b>52%</b>  <b>18%</b>  <b>30%</b> 	19	33	18	15	15	3.27	1.33	2,505

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
32. My supervisor clearly outlines the goals and priorities for my work.									
<b>Total Army</b>	<b>66%</b>  <b>14%</b>  <b>20%</b> 	23	43	14	13	6	3.62	1.16	8,910
<b>AMC</b>	<b>66%</b>  <b>14%</b>  <b>19%</b> 	22	44	14	13	6	3.63	1.14	1,159
<b>FORSCOM</b>	<b>69%</b>  <b>12%</b>  <b>19%</b> 	27	42	12	14	5	3.72	1.15	905
<b>MEDCOM</b>	<b>61%</b>  <b>15%</b>  <b>23%</b> 	20	41	15	14	9	3.49	1.22	954
<b>TRADOC</b>	<b>66%</b>  <b>15%</b>  <b>18%</b> 	27	39	15	12	6	3.69	1.17	1,110
<b>USACE</b>	<b>68%</b>  <b>15%</b>  <b>17%</b> 	18	49	15	12	4	3.65	1.05	1,747
<b>USAREUR</b>	<b>61%</b>  <b>14%</b>  <b>25%</b> 	24	37	14	17	8	3.52	1.25	520
<b>OTHER</b>	<b>65%</b>  <b>14%</b>  <b>21%</b> 	24	41	14	14	7	3.61	1.19	2,515
33. My supervisor lets me know how well I am doing my work.									
<b>Total Army</b>	<b>68%</b>  <b>14%</b>  <b>17%</b> 	25	43	14	12	6	3.70	1.14	8,921
<b>AMC</b>	<b>69%</b>  <b>14%</b>  <b>16%</b> 	24	45	14	11	6	3.72	1.11	1,160
<b>FORSCOM</b>	<b>69%</b>  <b>14%</b>  <b>17%</b> 	28	41	14	12	5	3.75	1.14	906
<b>MEDCOM</b>	<b>64%</b>  <b>16%</b>  <b>20%</b> 	24	40	16	12	8	3.59	1.20	955
<b>TRADOC</b>	<b>69%</b>  <b>15%</b>  <b>16%</b> 	29	40	15	11	5	3.77	1.13	1,112
<b>USACE</b>	<b>71%</b>  <b>15%</b>  <b>15%</b> 	21	50	15	11	4	3.73	1.03	1,745
<b>USAREUR</b>	<b>66%</b>  <b>12%</b>  <b>23%</b> 	27	39	12	15	8	3.62	1.24	520
<b>OTHER</b>	<b>67%</b>  <b>14%</b>  <b>19%</b> 	26	42	14	12	7	3.68	1.17	2,523

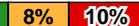
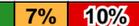
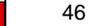
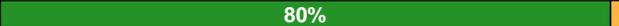
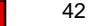
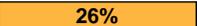
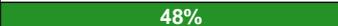
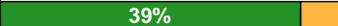
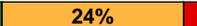
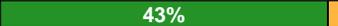
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
34. My supervisor gives me the support and backing I need to do my job well.									
<b>Total Army</b>	<b>71%</b>  <b>13%</b>  <b>16%</b>	32	39	13	10	6	3.81	1.17	8,927
<b>AMC</b>	<b>70%</b>  <b>15%</b>  <b>15%</b>	31	39	15	9	6	3.80	1.16	1,162
<b>FORSCOM</b>	<b>73%</b>  <b>12%</b>  <b>15%</b>	35	38	12	10	5	3.88	1.16	906
<b>MEDCOM</b>	<b>67%</b>  <b>14%</b>  <b>19%</b>	31	36	14	11	8	3.71	1.23	958
<b>TRADOC</b>	<b>73%</b>  <b>11%</b>  <b>16%</b>	35	38	11	10	6	3.87	1.16	1,113
<b>USACE</b>	<b>75%</b>  <b>12%</b>  <b>13%</b>	31	44	12	9	4	3.88	1.07	1,749
<b>USAREUR</b>	<b>67%</b>  <b>13%</b>  <b>20%</b>	32	35	13	11	9	3.70	1.26	519
<b>OTHER</b>	<b>70%</b>  <b>13%</b>  <b>17%</b>	32	38	13	9	7	3.79	1.19	2,520
35. My supervisor has a strong interest in the welfare of his/her employees.									
<b>Total Army</b>	<b>71%</b>  <b>14%</b>  <b>15%</b>	34	36	14	8	7	3.83	1.18	8,911
<b>AMC</b>	<b>69%</b>  <b>17%</b>  <b>13%</b>	34	36	17	7	6	3.84	1.14	1,157
<b>FORSCOM</b>	<b>72%</b>  <b>13%</b>  <b>15%</b>	35	37	13	9	6	3.86	1.17	905
<b>MEDCOM</b>	<b>68%</b>  <b>15%</b>  <b>17%</b>	32	36	15	9	8	3.74	1.23	956
<b>TRADOC</b>	<b>72%</b>  <b>13%</b>  <b>15%</b>	38	34	13	9	5	3.90	1.17	1,111
<b>USACE</b>	<b>76%</b>  <b>13%</b>  <b>11%</b>	33	42	13	6	5	3.93	1.08	1,749
<b>USAREUR</b>	<b>68%</b>  <b>11%</b>  <b>21%</b>	32	37	11	11	10	3.68	1.30	519
<b>OTHER</b>	<b>68%</b>  <b>15%</b>  <b>16%</b>	34	34	15	9	7	3.79	1.22	2,514

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
36. My supervisor is competent in handling the technical parts of his/her job.									
<b>Total Army</b>	<b>78%</b> 	38	41	11	6	4	4.01	1.06	8,871
<b>AMC</b>	<b>79%</b> 	39	40	12	5	5	4.03	1.07	1,155
<b>FORSCOM</b>	<b>80%</b> 	40	40	10	5	4	4.07	1.04	897
<b>MEDCOM</b>	<b>77%</b> 	36	41	13	5	5	3.98	1.07	955
<b>TRADOC</b>	<b>80%</b> 	42	37	11	6	3	4.09	1.04	1,103
<b>USACE</b>	<b>80%</b> 	34	46	10	6	3	4.01	1.01	1,742
<b>USAREUR</b>	<b>75%</b> 	37	38	10	9	6	3.92	1.15	517
<b>OTHER</b>	<b>77%</b> 	37	39	12	6	5	3.97	1.10	2,502
37. My supervisor keeps me informed about matters affecting my job and me.									
<b>Total Army</b>	<b>70%</b> 	29	41	14	10	6	3.77	1.14	8,909
<b>AMC</b>	<b>71%</b> 	28	43	15	9	5	3.79	1.11	1,156
<b>FORSCOM</b>	<b>71%</b> 	32	39	14	10	5	3.83	1.14	902
<b>MEDCOM</b>	<b>66%</b> 	27	39	15	12	7	3.67	1.19	957
<b>TRADOC</b>	<b>70%</b> 	33	37	14	12	5	3.81	1.16	1,109
<b>USACE</b>	<b>76%</b> 	27	49	13	8	4	3.86	1.03	1,750
<b>USAREUR</b>	<b>67%</b> 	29	38	14	11	8	3.69	1.22	518
<b>OTHER</b>	<b>66%</b> 	28	38	16	11	6	3.70	1.17	2,517

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
38. I feel free to go to my supervisor with questions or problems about my work.									
<b>Total Army</b>	<b>81%</b>  <b>8%</b>  <b>11%</b> 	43	38	8	6	5	4.08	1.08	8,934
<b>AMC</b>	<b>80%</b>  <b>9%</b>  <b>11%</b> 	42	38	9	6	5	4.07	1.09	1,158
<b>FORSCOM</b>	<b>83%</b>  <b>8%</b>  <b>10%</b> 	45	38	8	6	4	4.14	1.04	904
<b>MEDCOM</b>	<b>78%</b>  <b>9%</b>  <b>13%</b> 	41	38	9	6	6	4.00	1.15	961
<b>TRADOC</b>	<b>83%</b>  <b>7%</b>  <b>10%</b> 	46	37	7	7	4	4.15	1.05	1,110
<b>USACE</b>	<b>84%</b>  <b>7%</b>  <b>9%</b> 	43	41	7	6	3	4.15	1.00	1,753
<b>USAREUR</b>	<b>80%</b>  <b>7%</b>  <b>13%</b> 	42	38	7	7	6	4.03	1.15	520
<b>OTHER</b>	<b>80%</b>  <b>8%</b>  <b>12%</b> 	42	38	8	7	5	4.05	1.11	2,528
39. My supervisor provides me with career counseling.									
<b>Total Army</b>	<b>44%</b>  <b>24%</b>  <b>31%</b> 	17	28	24	19	12	3.17	1.27	8,689
<b>AMC</b>	<b>44%</b>  <b>26%</b>  <b>30%</b> 	15	29	26	18	12	3.16	1.23	1,133
<b>FORSCOM</b>	<b>48%</b>  <b>24%</b>  <b>29%</b> 	20	28	24	19	10	3.29	1.25	886
<b>MEDCOM</b>	<b>39%</b>  <b>25%</b>  <b>35%</b> 	14	26	25	18	17	3.01	1.29	933
<b>TRADOC</b>	<b>45%</b>  <b>24%</b>  <b>32%</b> 	21	24	24	19	13	3.21	1.31	1,087
<b>USACE</b>	<b>48%</b>  <b>27%</b>  <b>25%</b> 	15	33	27	17	9	3.30	1.16	1,697
<b>USAREUR</b>	<b>43%</b>  <b>19%</b>  <b>38%</b> 	18	25	19	21	17	3.06	1.36	508
<b>OTHER</b>	<b>43%</b>  <b>24%</b>  <b>33%</b> 	17	26	24	20	14	3.13	1.29	2,445

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
40. Management is competent.											
<b>Total Army</b>	<b>68%</b>	<b>17%</b>	<b>16%</b>	20	47	17	10	5	3.68	1.07	8,889
<b>AMC</b>	<b>64%</b>	<b>19%</b>	<b>17%</b>	21	43	19	12	5	3.63	1.10	1,157
<b>FORSCOM</b>	<b>75%</b>	<b>13%</b>	<b>12%</b>	24	52	13	7	5	3.82	1.03	899
<b>MEDCOM</b>	<b>68%</b>	<b>18%</b>	<b>14%</b>	20	48	18	9	5	3.68	1.05	957
<b>TRADOC</b>	<b>69%</b>	<b>15%</b>	<b>16%</b>	25	45	15	11	5	3.73	1.10	1,106
<b>USACE</b>	<b>68%</b>	<b>17%</b>	<b>15%</b>	17	51	17	11	4	3.67	1.01	1,749
<b>USAREUR</b>	<b>69%</b>	<b>16%</b>	<b>15%</b>	19	50	16	11	4	3.69	1.02	510
<b>OTHER</b>	<b>65%</b>	<b>17%</b>	<b>17%</b>	20	45	17	11	6	3.62	1.10	2,511
41. Management treats employees with respect and consideration.											
<b>Total Army</b>	<b>65%</b>	<b>16%</b>	<b>19%</b>	21	44	16	12	6	3.61	1.14	8,919
<b>AMC</b>	<b>62%</b>	<b>18%</b>	<b>20%</b>	22	40	18	14	6	3.57	1.15	1,157
<b>FORSCOM</b>	<b>69%</b>	<b>13%</b>	<b>18%</b>	23	45	13	12	6	3.67	1.15	902
<b>MEDCOM</b>	<b>67%</b>	<b>15%</b>	<b>18%</b>	22	45	15	11	7	3.64	1.15	961
<b>TRADOC</b>	<b>63%</b>	<b>18%</b>	<b>19%</b>	23	40	18	12	7	3.59	1.17	1,109
<b>USACE</b>	<b>70%</b>	<b>16%</b>	<b>15%</b>	20	50	16	10	4	3.71	1.03	1,753
<b>USAREUR</b>	<b>67%</b>	<b>16%</b>	<b>17%</b>	21	46	16	10	6	3.65	1.12	516
<b>OTHER</b>	<b>62%</b>	<b>17%</b>	<b>21%</b>	20	41	17	14	8	3.53	1.18	2,521

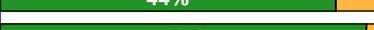
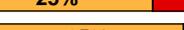
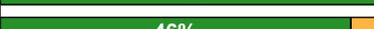
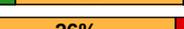
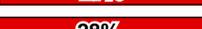
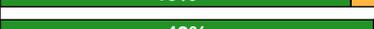
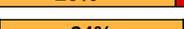
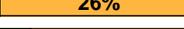
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
42. Management makes timely decisions.									
<b>Total Army</b>		13	35	23	20	9	3.24	1.17	8,899
<b>AMC</b>		14	34	24	20	9	3.24	1.17	1,155
<b>FORSCOM</b>		17	40	19	18	6	3.43	1.14	899
<b>MEDCOM</b>		14	34	22	19	10	3.25	1.20	961
<b>TRADOC</b>		15	33	23	20	9	3.25	1.19	1,109
<b>USACE</b>		9	38	24	21	8	3.19	1.11	1,748
<b>USAREUR</b>		14	36	22	20	9	3.24	1.19	516
<b>OTHER</b>		13	34	23	20	10	3.19	1.20	2,511
43. Management rewards employees who show initiative and innovation.									
<b>Total Army</b>		15	36	21	17	11	3.27	1.22	8,843
<b>AMC</b>		14	36	22	18	11	3.25	1.21	1,148
<b>FORSCOM</b>		19	35	20	16	10	3.36	1.25	898
<b>MEDCOM</b>		15	32	20	19	13	3.16	1.27	952
<b>TRADOC</b>		16	31	20	20	13	3.19	1.28	1,104
<b>USACE</b>		10	43	23	16	7	3.32	1.10	1,741
<b>USAREUR</b>		17	38	19	16	10	3.35	1.22	511
<b>OTHER</b>		15	36	21	17	11	3.27	1.23	2,489

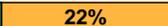
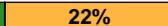
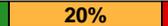
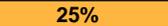
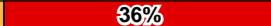
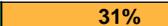
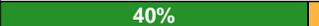
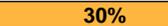
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
44. Management keeps employees informed.									
<b>Total Army</b>		15	44	19	15	7	3.45	1.13	8,886
<b>AMC</b>		17	44	19	14	6	3.52	1.11	1,154
<b>FORSCOM</b>		18	46	17	13	7	3.55	1.13	901
<b>MEDCOM</b>		16	41	20	14	9	3.41	1.17	954
<b>TRADOC</b>		16	39	22	15	8	3.41	1.15	1,108
<b>USACE</b>		12	51	19	13	5	3.52	1.02	1,750
<b>USAREUR</b>		14	41	21	16	9	3.36	1.16	513
<b>OTHER</b>		14	42	19	17	8	3.37	1.16	2,506
45. Employees at this installation/activity have an equal chance to compete for promotions.									
<b>Total Army</b>		17	44	16	14	9	3.45	1.19	8,734
<b>AMC</b>		20	44	15	13	8	3.55	1.18	1,147
<b>FORSCOM</b>		16	40	17	17	10	3.34	1.22	881
<b>MEDCOM</b>		11	39	21	18	11	3.22	1.19	925
<b>TRADOC</b>		15	39	19	16	10	3.34	1.21	1,082
<b>USACE</b>		19	52	11	11	7	3.67	1.11	1,737
<b>USAREUR</b>		16	40	17	18	10	3.34	1.21	504
<b>OTHER</b>		17	44	16	14	9	3.46	1.19	2,458

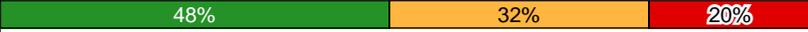
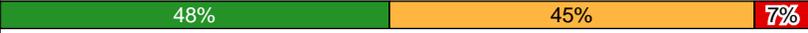
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					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.									
<b>Total Army</b>	<b>49%</b>  <b>24%</b>  <b>27%</b> 	12	37	24	18	9	3.25	1.16	8,619
<b>AMC</b>	<b>51%</b>  <b>23%</b>  <b>26%</b> 	13	38	23	18	8	3.29	1.15	1,135
<b>FORSCOM</b>	<b>45%</b>  <b>25%</b>  <b>29%</b> 	11	34	25	20	10	3.18	1.16	875
<b>MEDCOM</b>	<b>40%</b>  <b>27%</b>  <b>33%</b> 	9	31	27	21	12	3.05	1.17	911
<b>TRADOC</b>	<b>43%</b>  <b>28%</b>  <b>29%</b> 	11	32	28	18	11	3.14	1.16	1,065
<b>USACE</b>	<b>60%</b>  <b>19%</b>  <b>21%</b> 	15	46	19	14	7	3.47	1.11	1,725
<b>USAREUR</b>	<b>44%</b>  <b>25%</b>  <b>31%</b> 	11	33	25	20	11	3.13	1.18	495
<b>OTHER</b>	<b>48%</b>  <b>25%</b>  <b>27%</b> 	13	36	25	17	10	3.24	1.17	2,413
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.									
<b>Total Army</b>	<b>54%</b>  <b>22%</b>  <b>23%</b> 	14	40	22	15	9	3.36	1.15	8,666
<b>AMC</b>	<b>56%</b>  <b>23%</b>  <b>21%</b> 	15	41	23	14	8	3.42	1.13	1,139
<b>FORSCOM</b>	<b>51%</b>  <b>22%</b>  <b>27%</b> 	12	39	22	17	10	3.26	1.17	881
<b>MEDCOM</b>	<b>46%</b>  <b>26%</b>  <b>28%</b> 	10	36	26	18	11	3.16	1.15	919
<b>TRADOC</b>	<b>49%</b>  <b>24%</b>  <b>27%</b> 	12	37	24	18	9	3.25	1.16	1,073
<b>USACE</b>	<b>66%</b>  <b>17%</b>  <b>17%</b> 	17	49	17	11	6	3.59	1.08	1,731
<b>USAREUR</b>	<b>49%</b>  <b>26%</b>  <b>25%</b> 	13	36	26	15	10	3.28	1.16	500
<b>OTHER</b>	<b>53%</b>  <b>23%</b>  <b>24%</b> 	14	39	23	14	9	3.34	1.16	2,423

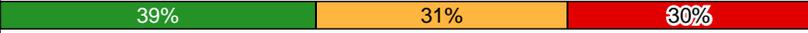
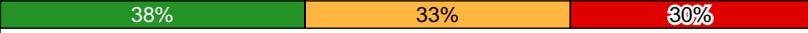
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
48. I am satisfied with the processes used to fill vacancies at this installation/activity.									
<b>Total Army</b>	<b>42%</b>  <b>22%</b>  <b>36%</b> 	9	33	22	22	14	3.01	1.21	8,733
<b>AMC</b>	<b>46%</b>  <b>19%</b>  <b>35%</b> 	10	36	19	22	13	3.08	1.23	1,139
<b>FORSCOM</b>	<b>42%</b>  <b>22%</b>  <b>35%</b> 	9	33	22	23	12	3.04	1.19	886
<b>MEDCOM</b>	<b>35%</b>  <b>25%</b>  <b>40%</b> 	6	28	25	24	16	2.85	1.18	935
<b>TRADOC</b>	<b>41%</b>  <b>24%</b>  <b>35%</b> 	9	32	24	22	13	3.03	1.19	1,075
<b>USACE</b>	<b>43%</b>  <b>20%</b>  <b>37%</b> 	9	34	20	23	14	3.01	1.21	1,735
<b>USAREUR</b>	<b>40%</b>  <b>25%</b>  <b>36%</b> 	8	32	25	22	14	2.98	1.18	507
<b>OTHER</b>	<b>43%</b>  <b>22%</b>  <b>36%</b> 	10	32	22	21	15	3.02	1.24	2,456
49. The quality of candidates referred to me for vacancies in my work unit is high.									
<b>Total Army</b>	<b>42%</b>  <b>30%</b>  <b>28%</b> 	7	35	30	20	8	3.13	1.06	8,143
<b>AMC</b>	<b>50%</b>  <b>28%</b>  <b>23%</b> 	8	41	28	17	5	3.30	1.02	1,076
<b>FORSCOM</b>	<b>42%</b>  <b>31%</b>  <b>27%</b> 	8	34	31	20	7	3.15	1.05	818
<b>MEDCOM</b>	<b>40%</b>  <b>30%</b>  <b>29%</b> 	6	34	30	21	8	3.09	1.06	851
<b>TRADOC</b>	<b>45%</b>  <b>30%</b>  <b>25%</b> 	8	37	30	18	7	3.22	1.05	975
<b>USACE</b>	<b>42%</b>  <b>31%</b>  <b>28%</b> 	5	37	31	20	8	3.11	1.03	1,632
<b>USAREUR</b>	<b>34%</b>  <b>31%</b>  <b>35%</b> 	5	29	31	25	10	2.93	1.08	486
<b>OTHER</b>	<b>40%</b>  <b>30%</b>  <b>30%</b> 	7	33	30	21	9	3.07	1.09	2,305

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N			
		3	2	1						
50. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs)?										
<b>Total Army</b>		51%	32%	17%	51	32	17	2.34	0.75	8,392
<b>AMC</b>		49%	36%	14%	49	36	14	2.35	0.71	1,088
<b>FORSCOM</b>		55%	31%	15%	55	31	15	2.40	0.73	864
<b>MEDCOM</b>		48%	36%	16%	48	36	16	2.32	0.73	898
<b>TRADOC</b>		53%	29%	18%	53	29	18	2.35	0.77	1,039
<b>USACE</b>		52%	31%	17%	52	31	17	2.34	0.76	1,648
<b>USAREUR</b>		48%	32%	20%	48	32	20	2.28	0.78	481
<b>OTHER</b>		50%	31%	19%	50	31	19	2.31	0.77	2,374
51. How much authority do you have to carry out recruiting and selecting employees?										
<b>Total Army</b>		52%	38%	10%	52	38	10	2.42	0.67	8,524
<b>AMC</b>		44%	44%	11%	44	44	11	2.33	0.67	1,115
<b>FORSCOM</b>		59%	31%	10%	59	31	10	2.49	0.67	866
<b>MEDCOM</b>		53%	35%	13%	53	35	13	2.40	0.70	904
<b>TRADOC</b>		52%	33%	14%	52	33	14	2.38	0.72	1,040
<b>USACE</b>		48%	45%	7%	48	45	7	2.41	0.62	1,701
<b>USAREUR</b>		57%	33%	10%	57	33	10	2.47	0.67	499
<b>OTHER</b>		55%	36%	9%	55	36	9	2.45	0.66	2,399

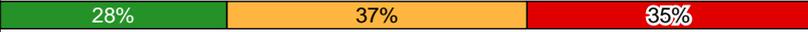
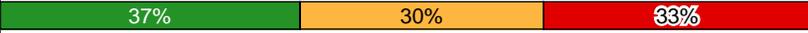
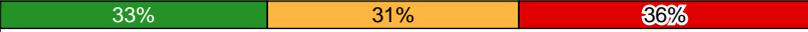
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N			
		3	2	1						
52. How much authority do you have to carry out changing the organizational structure of your work unit?										
<b>Total Army</b>		39%	33%	28%	39	33	28	2.11	0.81	8,408
<b>AMC</b>		39%	34%	27%	39	34	27	2.11	0.80	1,111
<b>FORSCOM</b>		42%	32%	26%	42	32	26	2.17	0.81	862
<b>MEDCOM</b>		39%	31%	30%	39	31	30	2.09	0.82	888
<b>TRADOC</b>		43%	31%	26%	43	31	26	2.18	0.81	1,034
<b>USACE</b>		39%	34%	27%	39	34	27	2.12	0.80	1,652
<b>USAREUR</b>		37%	36%	27%	37	36	27	2.10	0.79	493
<b>OTHER</b>		38%	33%	30%	38	33	30	2.08	0.82	2,368
53. How much authority do you have to carry out assigning work to subordinates?										
<b>Total Army</b>		86%	12%		86	12	1	2.85	0.40	8,886
<b>AMC</b>		88%	11%		88	11	1	2.86	0.38	1,149
<b>FORSCOM</b>		86%	13%		86	13	2	2.84	0.41	903
<b>MEDCOM</b>		80%	18%		80	18	2	2.78	0.46	957
<b>TRADOC</b>		87%	12%		87	12	2	2.85	0.40	1,104
<b>USACE</b>		92%	7%		92	7	1	2.92	0.30	1,751
<b>USAREUR</b>		84%	14%		84	14	2	2.83	0.42	516
<b>OTHER</b>		84%	15%		84	15	2	2.82	0.42	2,506

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
54. How much authority do you have to carry out evaluating work performance?							
<b>Total Army</b>	86% Favorable, 12% Neutral, 2% Unfavorable	86	12	2	2.84	0.42	8,861
<b>AMC</b>	86% Favorable, 12% Neutral, 2% Unfavorable	86	12	2	2.85	0.41	1,148
<b>FORSCOM</b>	89% Favorable, 9% Neutral, 2% Unfavorable	89	9	2	2.86	0.41	898
<b>MEDCOM</b>	84% Favorable, 14% Neutral, 2% Unfavorable	84	14	2	2.82	0.44	955
<b>TRADOC</b>	88% Favorable, 10% Neutral, 2% Unfavorable	88	10	2	2.86	0.40	1,106
<b>USACE</b>	89% Favorable, 10% Neutral, 1% Unfavorable	89	10	1	2.88	0.36	1,743
<b>USAREUR</b>	83% Favorable, 13% Neutral, 4% Unfavorable	83	13	4	2.80	0.48	513
<b>OTHER</b>	84% Favorable, 14% Neutral, 2% Unfavorable	84	14	2	2.82	0.44	2,498
55. How much authority do you have to carry out giving monetary and honorary performance awards?							
<b>Total Army</b>	50% Favorable, 38% Neutral, 11% Unfavorable	50	38	11	2.39	0.68	8,734
<b>AMC</b>	48% Favorable, 40% Neutral, 12% Unfavorable	48	40	12	2.36	0.68	1,133
<b>FORSCOM</b>	51% Favorable, 37% Neutral, 12% Unfavorable	51	37	12	2.39	0.69	888
<b>MEDCOM</b>	47% Favorable, 39% Neutral, 14% Unfavorable	47	39	14	2.32	0.71	928
<b>TRADOC</b>	42% Favorable, 41% Neutral, 17% Unfavorable	42	41	17	2.26	0.72	1,085
<b>USACE</b>	58% Favorable, 37% Neutral, 5% Unfavorable	58	37	5	2.53	0.59	1,741
<b>USAREUR</b>	57% Favorable, 31% Neutral, 12% Unfavorable	57	31	12	2.45	0.70	501
<b>OTHER</b>	49% Favorable, 39% Neutral, 12% Unfavorable	49	39	12	2.38	0.69	2,458

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
56. How much authority do you have to carry out firing people?							
<b>Total Army</b>		32	32	36	1.96	0.82	7,571
<b>AMC</b>		27	36	37	1.90	0.79	1,015
<b>FORSCOM</b>		38	29	33	2.05	0.84	803
<b>MEDCOM</b>		33	29	38	1.95	0.84	781
<b>TRADOC</b>		33	29	38	1.95	0.84	936
<b>USACE</b>		28	37	35	1.93	0.79	1,512
<b>USAREUR</b>		37	30	33	2.04	0.84	435
<b>OTHER</b>		33	31	36	1.96	0.83	2,089
57. How much authority do you have to carry out approving leave requests/controlling employee absences?							
<b>Total Army</b>		87	11	2	2.84	0.43	8,853
<b>AMC</b>		86	12	2	2.84	0.42	1,148
<b>FORSCOM</b>		88	9	3	2.86	0.42	894
<b>MEDCOM</b>		82	13	5	2.78	0.51	948
<b>TRADOC</b>		87	9	3	2.84	0.45	1,100
<b>USACE</b>		90	8	1	2.89	0.35	1,749
<b>USAREUR</b>		85	12	3	2.82	0.46	514
<b>OTHER</b>		86	12	2	2.84	0.43	2,500

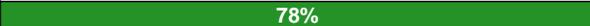
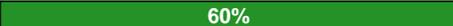
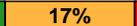
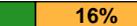
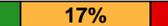
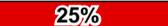
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
58. How much authority do you have to carry out taking disciplinary action?							
<b>Total Army</b>	60% Favorable, 32% Neutral, 9% Unfavorable	60	32	9	2.51	0.65	8,400
<b>AMC</b>	59% Favorable, 34% Neutral, 7% Unfavorable	59	34	7	2.52	0.62	1,103
<b>FORSCOM</b>	62% Favorable, 30% Neutral, 8% Unfavorable	62	30	8	2.54	0.64	864
<b>MEDCOM</b>	58% Favorable, 32% Neutral, 10% Unfavorable	58	32	10	2.48	0.67	889
<b>TRADOC</b>	61% Favorable, 30% Neutral, 9% Unfavorable	61	30	9	2.52	0.65	1,053
<b>USACE</b>	59% Favorable, 34% Neutral, 7% Unfavorable	59	34	7	2.52	0.63	1,664
<b>USAREUR</b>	59% Favorable, 30% Neutral, 10% Unfavorable	59	30	10	2.49	0.68	481
<b>OTHER</b>	61% Favorable, 30% Neutral, 9% Unfavorable	61	30	9	2.51	0.66	2,346
59. How much authority do you have to carry out taking action to improve substandard performance?							
<b>Total Army</b>	62% Favorable, 33% Neutral, 6% Unfavorable	62	33	5	2.56	0.60	8,556
<b>AMC</b>	58% Favorable, 36% Neutral, 6% Unfavorable	58	36	6	2.53	0.60	1,120
<b>FORSCOM</b>	65% Favorable, 30% Neutral, 6% Unfavorable	65	30	5	2.59	0.59	871
<b>MEDCOM</b>	60% Favorable, 34% Neutral, 6% Unfavorable	60	34	6	2.55	0.60	911
<b>TRADOC</b>	63% Favorable, 31% Neutral, 6% Unfavorable	63	31	6	2.57	0.60	1,069
<b>USACE</b>	60% Favorable, 36% Neutral, 4% Unfavorable	60	36	4	2.56	0.57	1,697
<b>USAREUR</b>	64% Favorable, 30% Neutral, 7% Unfavorable	64	30	7	2.57	0.61	485
<b>OTHER</b>	63% Favorable, 32% Neutral, 6% Unfavorable	63	32	6	2.57	0.60	2,403

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents			Mean	Std Dev	Valid N
		3	2	1			
60. How much authority do you have to carry out getting employees the training they need?							
<b>Total Army</b>	 51% 42% 8%	51	42	8	2.43	0.63	8,793
<b>AMC</b>	 52% 40% 7%	52	40	7	2.45	0.63	1,141
<b>FORSCOM</b>	 54% 39% 8%	54	39	8	2.46	0.63	890
<b>MEDCOM</b>	 50% 42% 8%	50	42	8	2.42	0.63	942
<b>TRADOC</b>	 47% 42% 11%	47	42	11	2.35	0.68	1,092
<b>USACE</b>	 51% 45% 4%	51	45	4	2.47	0.58	1,738
<b>USAREUR</b>	 57% 37% 6%	57	37	6	2.52	0.60	507
<b>OTHER</b>	 50% 41% 9%	50	41	9	2.41	0.64	2,483
61. How much authority do you have to carry out changing work processes or methods?							
<b>Total Army</b>	 57% 35% 7%	57	35	7	2.50	0.63	8,703
<b>AMC</b>	 57% 36% 7%	57	36	7	2.50	0.62	1,132
<b>FORSCOM</b>	 64% 28% 8%	64	28	8	2.56	0.64	885
<b>MEDCOM</b>	 58% 34% 8%	58	34	8	2.50	0.64	929
<b>TRADOC</b>	 60% 33% 7%	60	33	7	2.52	0.63	1,083
<b>USACE</b>	 56% 38% 6%	56	38	5	2.51	0.60	1,716
<b>USAREUR</b>	 56% 36% 8%	56	36	8	2.48	0.65	506
<b>OTHER</b>	 56% 36% 8%	56	36	8	2.47	0.64	2,452

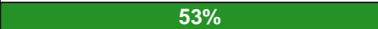
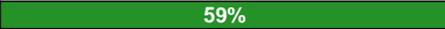
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.									
<b>Total Army</b>	<b>83%</b>  <b>7%</b>  <b>10%</b>	39	44	7	7	2	4.10	0.97	8,877
<b>AMC</b>	<b>86%</b>  <b>7%</b>  <b>7%</b>	42	44	7	5	2	4.18	0.93	1,153
<b>FORSCOM</b>	<b>86%</b>  <b>6%</b>  <b>8%</b>	41	45	6	6	2	4.18	0.91	898
<b>MEDCOM</b>	<b>78%</b>  <b>10%</b>  <b>12%</b>	32	46	10	9	3	3.94	1.03	952
<b>TRADOC</b>	<b>84%</b>  <b>7%</b>  <b>9%</b>	41	44	7	7	2	4.14	0.96	1,110
<b>USACE</b>	<b>84%</b>  <b>8%</b>  <b>8%</b>	36	48	8	7	1	4.09	0.91	1,744
<b>USAREUR</b>	<b>80%</b>  <b>7%</b>  <b>13%</b>	41	39	7	10	3	4.04	1.08	515
<b>OTHER</b>	<b>82%</b>  <b>7%</b>  <b>11%</b>	39	43	7	8	2	4.09	1.00	2,505
63. I have had enough training in civilian personnel administrative procedures.									
<b>Total Army</b>	<b>60%</b>  <b>17%</b>  <b>23%</b> 	20	40	17	18	5	3.53	1.14	8,862
<b>AMC</b>	<b>64%</b>  <b>16%</b>  <b>20%</b> 	21	43	16	15	5	3.59	1.12	1,148
<b>FORSCOM</b>	<b>62%</b>  <b>16%</b>  <b>21%</b> 	21	41	16	17	4	3.59	1.12	894
<b>MEDCOM</b>	<b>58%</b>  <b>17%</b>  <b>25%</b> 	19	39	17	20	4	3.48	1.14	957
<b>TRADOC</b>	<b>64%</b>  <b>16%</b>  <b>21%</b> 	23	40	16	16	4	3.62	1.13	1,104
<b>USACE</b>	<b>59%</b>  <b>19%</b>  <b>22%</b> 	18	42	19	18	4	3.51	1.10	1,742
<b>USAREUR</b>	<b>54%</b>  <b>19%</b>  <b>27%</b> 	19	35	19	21	6	3.40	1.18	516
<b>OTHER</b>	<b>59%</b>  <b>17%</b>  <b>24%</b> 	21	37	17	19	5	3.50	1.17	2,501

**Civilian Supervisors – FY01  
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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
64. I am able to get timely and quality training for my subordinates.									
<b>Total Army</b>		18	44	19	15	4	3.57	1.08	8,804
<b>AMC</b>		21	44	18	12	5	3.64	1.09	1,145
<b>FORSCOM</b>		21	43	19	15	3	3.64	1.06	883
<b>MEDCOM</b>		16	44	21	15	5	3.52	1.07	940
<b>TRADOC</b>		20	38	19	16	6	3.49	1.17	1,098
<b>USACE</b>		17	49	18	14	3	3.63	1.00	1,748
<b>USAREUR</b>		17	43	17	17	5	3.51	1.11	512
<b>OTHER</b>		18	44	19	15	5	3.54	1.10	2,478
65. When I do a good job, it is recognized.									
<b>Total Army</b>		19	44	18	13	6	3.57	1.12	8,896
<b>AMC</b>		19	43	17	14	6	3.55	1.14	1,152
<b>FORSCOM</b>		21	44	16	13	5	3.62	1.11	900
<b>MEDCOM</b>		17	39	20	15	9	3.40	1.20	958
<b>TRADOC</b>		20	41	17	16	6	3.53	1.15	1,114
<b>USACE</b>		16	51	18	11	4	3.65	1.00	1,748
<b>USAREUR</b>		22	40	17	15	8	3.53	1.19	517
<b>OTHER</b>		21	44	17	11	7	3.60	1.14	2,507

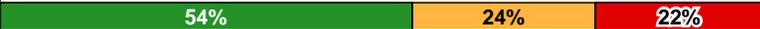
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
66. When awards are given, they go to the most deserving people.									
<b>Total Army</b>	<b>50%</b>  <b>24%</b>  <b>26%</b> 	13	37	24	18	8	3.30	1.14	8,738
<b>AMC</b>	<b>51%</b>  <b>25%</b>  <b>25%</b> 	13	38	25	18	7	3.33	1.11	1,134
<b>FORSCOM</b>	<b>53%</b>  <b>22%</b>  <b>26%</b> 	14	39	22	19	7	3.34	1.14	882
<b>MEDCOM</b>	<b>42%</b>  <b>25%</b>  <b>33%</b> 	12	30	25	22	11	3.09	1.20	927
<b>TRADOC</b>	<b>48%</b>  <b>23%</b>  <b>29%</b> 	13	35	23	21	8	3.24	1.16	1,097
<b>USACE</b>	<b>54%</b>  <b>25%</b>  <b>21%</b> 	11	44	25	16	5	3.39	1.04	1,737
<b>USAREUR</b>	<b>51%</b>  <b>22%</b>  <b>26%</b> 	17	34	22	17	10	3.33	1.22	501
<b>OTHER</b>	<b>51%</b>  <b>23%</b>  <b>26%</b> 	15	36	23	16	9	3.30	1.18	2,460
67. Employees at this installation/activity are treated fairly with regard to awards.									
<b>Total Army</b>	<b>51%</b>  <b>24%</b>  <b>25%</b> 	14	37	24	17	8	3.31	1.15	8,621
<b>AMC</b>	<b>51%</b>  <b>24%</b>  <b>25%</b> 	14	38	24	18	7	3.33	1.13	1,128
<b>FORSCOM</b>	<b>50%</b>  <b>23%</b>  <b>27%</b> 	13	38	23	20	8	3.28	1.14	871
<b>MEDCOM</b>	<b>41%</b>  <b>26%</b>  <b>34%</b> 	11	30	26	20	14	3.04	1.21	911
<b>TRADOC</b>	<b>44%</b>  <b>26%</b>  <b>30%</b> 	13	32	26	21	9	3.18	1.16	1,066
<b>USACE</b>	<b>59%</b>  <b>23%</b>  <b>18%</b> 	15	44	23	14	4	3.52	1.03	1,730
<b>USAREUR</b>	<b>51%</b>  <b>24%</b>  <b>25%</b> 	15	36	24	15	10	3.31	1.19	494
<b>OTHER</b>	<b>52%</b>  <b>23%</b>  <b>25%</b> 	15	37	23	16	9	3.32	1.18	2,421

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Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
68. If I perform my job especially well, I will receive an award.									
<b>Total Army</b>		16	37	23	16	9	3.35	1.17	8,649
<b>AMC</b>		15	37	22	17	9	3.33	1.19	1,129
<b>FORSCOM</b>		17	34	21	18	9	3.32	1.22	873
<b>MEDCOM</b>		13	30	26	19	12	3.13	1.21	928
<b>TRADOC</b>		16	31	24	20	9	3.24	1.20	1,076
<b>USACE</b>		13	44	24	13	5	3.47	1.04	1,723
<b>USAREUR</b>		19	35	24	12	10	3.39	1.22	493
<b>OTHER</b>		17	37	23	14	9	3.40	1.18	2,427
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
<b>Total Army</b>		28	48	14	7	3	3.89	0.99	8,215
<b>AMC</b>		29	49	13	7	2	3.94	0.96	1,083
<b>FORSCOM</b>		30	47	12	7	4	3.91	1.03	840
<b>MEDCOM</b>		25	45	18	8	4	3.78	1.04	864
<b>TRADOC</b>		28	46	15	7	4	3.86	1.05	1,039
<b>USACE</b>		26	54	12	6	2	3.97	0.88	1,636
<b>USAREUR</b>		29	44	17	7	4	3.89	1.02	456
<b>OTHER</b>		27	46	14	8	3	3.86	1.02	2,297

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
70. If I complained of discrimination, it would be held against me.*									
<b>Total Army</b>		19	35	24	15	6	3.45	1.15	8,016
<b>AMC</b>		19	34	25	16	7	3.42	1.16	1,060
<b>FORSCOM</b>		21	36	23	14	7	3.49	1.17	822
<b>MEDCOM</b>		19	34	24	18	5	3.42	1.14	835
<b>TRADOC</b>		18	33	24	19	6	3.39	1.15	1,011
<b>USACE</b>		18	41	23	12	5	3.55	1.08	1,593
<b>USAREUR</b>		21	29	26	17	6	3.44	1.17	458
<b>OTHER</b>		19	34	24	15	7	3.43	1.17	2,237
71. Nonminority employees often get preferential treatment over minority employees.*									
<b>Total Army</b>		33	42	18	5	2	3.97	0.96	8,420
<b>AMC</b>		35	40	18	4	3	4.01	0.97	1,121
<b>FORSCOM</b>		30	42	21	4	3	3.92	0.96	846
<b>MEDCOM</b>		29	42	22	5	3	3.89	0.97	893
<b>TRADOC</b>		32	40	18	7	3	3.91	1.02	1,054
<b>USACE</b>		37	44	14	4	2	4.10	0.89	1,694
<b>USAREUR</b>		32	40	22	6	1	3.96	0.93	468
<b>OTHER</b>		31	42	18	6	3	3.93	0.98	2,344

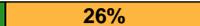
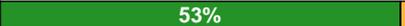
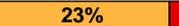
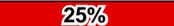
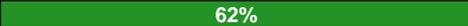
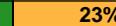
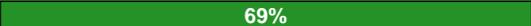
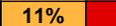
\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
72. Minority employees often get preferential treatment over nonminority employees.*	<b>Total Army</b>	<b>51%</b>	<b>23%</b>	<b>27%</b>	18	33	23	19	7	3.34	1.19	8,412
	<b>AMC</b>	<b>44%</b>	<b>23%</b>	<b>33%</b>	16	28	23	22	10	3.17	1.24	1,117
	<b>FORSCOM</b>	<b>55%</b>	<b>21%</b>	<b>24%</b>	19	36	21	16	8	3.42	1.20	849
	<b>MEDCOM</b>	<b>54%</b>	<b>24%</b>	<b>23%</b>	18	36	24	17	5	3.44	1.13	892
	<b>TRADOC</b>	<b>49%</b>	<b>24%</b>	<b>27%</b>	18	31	24	21	6	3.33	1.17	1,044
	<b>USACE</b>	<b>42%</b>	<b>22%</b>	<b>35%</b>	13	29	22	26	10	3.09	1.20	1,697
	<b>USAREUR</b>	<b>54%</b>	<b>28%</b>	<b>18%</b>	22	31	28	13	5	3.54	1.12	467
	<b>OTHER</b>	<b>57%</b>	<b>22%</b>	<b>21%</b>	21	36	22	16	6	3.51	1.15	2,346
	73. Male employees often get preferential treatment over female employees.*	<b>Total Army</b>	<b>65%</b>	<b>22%</b>	<b>12%</b>	25	40	22	9	4	3.75	1.04
<b>AMC</b>		<b>66%</b>	<b>23%</b>	<b>11%</b>	27	40	23	8	3	3.79	1.02	1,123
<b>FORSCOM</b>		<b>63%</b>	<b>24%</b>	<b>13%</b>	24	39	24	8	5	3.68	1.08	851
<b>MEDCOM</b>		<b>58%</b>	<b>27%</b>	<b>15%</b>	20	38	27	10	5	3.58	1.07	887
<b>TRADOC</b>		<b>61%</b>	<b>23%</b>	<b>16%</b>	24	37	23	13	4	3.64	1.09	1,049
<b>USACE</b>		<b>74%</b>	<b>18%</b>	<b>8%</b>	28	46	18	6	2	3.93	0.92	1,702
<b>USAREUR</b>		<b>65%</b>	<b>23%</b>	<b>12%</b>	28	37	23	9	3	3.78	1.04	475
<b>OTHER</b>		<b>65%</b>	<b>22%</b>	<b>13%</b>	25	39	22	9	4	3.72	1.07	2,356

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
74. Female employees often get preferential treatment over male employees.*									
<b>Total Army</b>	<b>59%</b>  <b>25%</b>  <b>17%</b> 	20	39	25	12	5	3.58	1.08	8,432
<b>AMC</b>	<b>51%</b>  <b>26%</b>  <b>23%</b> 	17	34	26	16	8	3.36	1.16	1,120
<b>FORSCOM</b>	<b>62%</b>  <b>25%</b>  <b>13%</b> 	22	40	25	8	5	3.67	1.05	852
<b>MEDCOM</b>	<b>62%</b>  <b>28%</b>  <b>10%</b> 	21	42	28	7	2	3.71	0.96	884
<b>TRADOC</b>	<b>61%</b>  <b>25%</b>  <b>15%</b> 	21	39	25	12	3	3.64	1.04	1,050
<b>USACE</b>	<b>53%</b>  <b>23%</b>  <b>25%</b> 	15	38	23	19	6	3.37	1.13	1,700
<b>USAREUR</b>	<b>62%</b>  <b>26%</b>  <b>12%</b> 	23	38	26	9	4	3.69	1.03	477
<b>OTHER</b>	<b>63%</b>  <b>23%</b>  <b>14%</b> 	23	40	23	10	4	3.69	1.05	2,349
75. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.									
<b>Total Army</b>	<b>69%</b>  <b>11%</b>  <b>19%</b> 	21	48	11	13	7	3.64	1.14	8,919
<b>AMC</b>	<b>70%</b>  <b>12%</b>  <b>18%</b> 	21	50	12	13	6	3.67	1.10	1,157
<b>FORSCOM</b>	<b>65%</b>  <b>12%</b>  <b>23%</b> 	18	47	12	16	7	3.52	1.16	901
<b>MEDCOM</b>	<b>69%</b>  <b>12%</b>  <b>19%</b> 	22	47	12	12	7	3.66	1.14	966
<b>TRADOC</b>	<b>62%</b>  <b>13%</b>  <b>25%</b> 	15	47	13	16	10	3.42	1.20	1,111
<b>USACE</b>	<b>79%</b>  <b>8%</b>  <b>13%</b> 	27	52	8	9	4	3.89	1.03	1,748
<b>USAREUR</b>	<b>67%</b>  <b>12%</b>  <b>21%</b> 	21	46	12	14	7	3.60	1.17	522
<b>OTHER</b>	<b>68%</b>  <b>12%</b>  <b>21%</b> 	21	47	12	14	7	3.60	1.16	2,514

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					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).									
<b>Total Army</b>		22	47	15	11	5	3.69	1.08	8,836
<b>AMC</b>		22	48	14	11	5	3.72	1.07	1,149
<b>FORSCOM</b>		21	43	17	14	5	3.61	1.12	892
<b>MEDCOM</b>		21	45	16	13	5	3.64	1.11	960
<b>TRADOC</b>		14	46	18	14	7	3.47	1.12	1,098
<b>USACE</b>		28	50	12	8	3	3.92	0.97	1,737
<b>USAREUR</b>		26	50	13	8	3	3.87	0.99	511
<b>OTHER</b>		21	46	16	12	6	3.64	1.11	2,489
77. Employees are protected from health and safety hazards on the job.									
<b>Total Army</b>		25	55	11	6	3	3.95	0.91	8,840
<b>AMC</b>		26	55	12	5	2	3.97	0.88	1,151
<b>FORSCOM</b>		25	54	11	8	2	3.91	0.93	894
<b>MEDCOM</b>		25	57	11	5	2	3.99	0.86	952
<b>TRADOC</b>		19	56	13	8	4	3.76	0.99	1,100
<b>USACE</b>		34	57	5	3	1	4.19	0.77	1,744
<b>USAREUR</b>		24	55	11	8	2	3.91	0.91	514
<b>OTHER</b>		22	54	14	7	3	3.86	0.94	2,485

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
78. How many times have you accessed CPOL in the last 12 months?		
<b>Total Army</b>		
Never	17%	1,515
Once Or Twice	16%	1,407
Several Times	27%	2,376
About Once A Month	14%	1,215
More Than Once A Month	25%	2,184
<b>AMC</b>		
Never	17%	191
Once Or Twice	16%	174
Several Times	28%	317
About Once A Month	14%	158
More Than Once A Month	25%	275
<b>FORSCOM</b>		
Never	18%	161
Once Or Twice	18%	156
Several Times	24%	214
About Once A Month	16%	139
More Than Once A Month	24%	212
<b>MEDCOM</b>		
Never	20%	188
Once Or Twice	20%	193
Several Times	27%	259
About Once A Month	12%	109
More Than Once A Month	21%	194
<b>TRADOC</b>		
Never	18%	193
Once Or Twice	17%	187
Several Times	29%	311
About Once A Month	15%	163
More Than Once A Month	21%	222
<b>USACE</b>		
Never	18%	315
Once Or Twice	18%	312
Several Times	30%	505
About Once A Month	14%	241
More Than Once A Month	20%	336

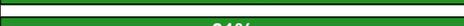
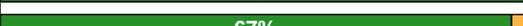
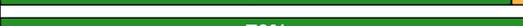
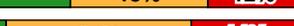
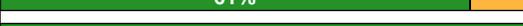
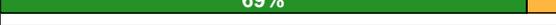
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
<p>78. How many times have you accessed CPOL in the last 12 months?</p> <p><b>USAREUR</b>            Never 17%            Once Or Twice 11%            Several Times 26%            About Once A Month 13%            More Than Once A Month 33%</p> <p><b>OTHER</b>            Never 16%            Once Or Twice 13%            Several Times 26%            About Once A Month 14%            More Than Once A Month 32%</p>		<p>83 55 133 66 165 384 330 637 339 780</p>
<p>79. I have used position descriptions from the on-line PD Library to establish new positions or to redescribe work of existing positions.</p> <p><b>Total Army</b>            Yes 46%            No 54%</p> <p><b>AMC</b>            Yes 41%            No 59%</p> <p><b>FORSCOM</b>            Yes 47%            No 53%</p> <p><b>MEDCOM</b>            Yes 47%            No 53%</p> <p><b>TRADOC</b>            Yes 43%            No 57%</p> <p><b>USACE</b>            Yes 60%            No 40%</p> <p><b>USAREUR</b>            Yes 36%            No 64%</p>		<p>3,331 3,878 384 549 339 384 357 399 388 508 833 563 154 273</p>

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE					
<p>79. I have used position descriptions from the on-line PD Library to establish new positions or to redescribe work of existing positions.</p> <p><b>OTHER</b></p> <p>Yes</p> <p>No</p>	<table border="1"> <tr> <td>Yes</td> <td>42%</td> </tr> <tr> <td>No</td> <td>58%</td> </tr> </table>	Yes	42%	No	58%	<p>876</p> <p>1,202</p>
Yes	42%					
No	58%					

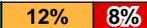
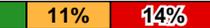
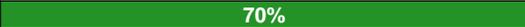
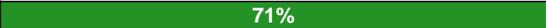
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
80. The PD Library contains a sufficient range of position descriptions such that I can find one that describes the work of my organizational unit.									
<b>Total Army</b>	<b>67%</b>  <b>15%</b>  <b>18%</b>	16	51	15	15	3	3.62	1.03	3,338
<b>AMC</b>	<b>70%</b>  <b>16%</b>  <b>15%</b>	18	51	16	13	2	3.72	0.96	379
<b>FORSCOM</b>	<b>73%</b>  <b>15%</b>  <b>12%</b>	18	56	15	11	1	3.77	0.91	341
<b>MEDCOM</b>	<b>69%</b>  <b>11%</b>  <b>20%</b>	22	48	11	16	4	3.67	1.09	358
<b>TRADOC</b>	<b>67%</b>  <b>14%</b>  <b>19%</b>	17	50	14	15	4	3.62	1.06	390
<b>USACE</b>	<b>61%</b>  <b>18%</b>  <b>21%</b>	8	54	18	18	3	3.45	0.97	844
<b>USAREUR</b>	<b>61%</b>  <b>15%</b>  <b>24%</b>	18	42	15	17	7	3.47	1.18	152
<b>OTHER</b>	<b>69%</b>  <b>13%</b>  <b>18%</b>	20	50	13	14	3	3.68	1.05	874
81. The PD Library contains clear instructions on its use.									
<b>Total Army</b>	<b>68%</b>  <b>19%</b>  <b>13%</b>	14	54	19	11	2	3.67	0.92	3,289
<b>AMC</b>	<b>67%</b>  <b>23%</b>  <b>9%</b>	16	52	23	8	1	3.73	0.86	374
<b>FORSCOM</b>	<b>75%</b>  <b>15%</b>  <b>9%</b>	14	61	15	7	2	3.78	0.85	338
<b>MEDCOM</b>	<b>67%</b>  <b>16%</b>  <b>17%</b>	17	50	16	16	2	3.64	0.99	356
<b>TRADOC</b>	<b>70%</b>  <b>18%</b>  <b>12%</b>	17	53	18	11	1	3.74	0.92	388
<b>USACE</b>	<b>61%</b>  <b>24%</b>  <b>14%</b>	6	55	24	11	3	3.50	0.89	821
<b>USAREUR</b>	<b>69%</b>  <b>16%</b>  <b>15%</b>	14	54	16	12	3	3.65	0.98	153
<b>OTHER</b>	<b>71%</b>  <b>17%</b>  <b>12%</b>	18	53	17	10	2	3.74	0.94	859

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE																												
<p>82. I have used FASCLASS to establish new positions or to redescribe work of existing positions.</p>	<table border="1"> <thead> <tr> <th>Category</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td><b>Total Army</b></td> <td>30%</td> <td>70%</td> </tr> <tr> <td><b>AMC</b></td> <td>29%</td> <td>71%</td> </tr> <tr> <td><b>FORSCOM</b></td> <td>33%</td> <td>67%</td> </tr> <tr> <td><b>MEDCOM</b></td> <td>32%</td> <td>68%</td> </tr> <tr> <td><b>TRADOC</b></td> <td>30%</td> <td>70%</td> </tr> <tr> <td><b>USACE</b></td> <td>42%</td> <td>58%</td> </tr> <tr> <td><b>USAREUR</b></td> <td>13%</td> <td>88%</td> </tr> <tr> <td><b>OTHER</b></td> <td>25%</td> <td>75%</td> </tr> </tbody> </table>	Category	Yes (%)	No (%)	<b>Total Army</b>	30%	70%	<b>AMC</b>	29%	71%	<b>FORSCOM</b>	33%	67%	<b>MEDCOM</b>	32%	68%	<b>TRADOC</b>	30%	70%	<b>USACE</b>	42%	58%	<b>USAREUR</b>	13%	88%	<b>OTHER</b>	25%	75%	<p>2,175 4,984 272 655 238 481 239 519 264 623 588 798 52 364 522 1,544</p>
Category	Yes (%)	No (%)																											
<b>Total Army</b>	30%	70%																											
<b>AMC</b>	29%	71%																											
<b>FORSCOM</b>	33%	67%																											
<b>MEDCOM</b>	32%	68%																											
<b>TRADOC</b>	30%	70%																											
<b>USACE</b>	42%	58%																											
<b>USAREUR</b>	13%	88%																											
<b>OTHER</b>	25%	75%																											

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
83. FASCLASS contains a sufficient range of position descriptions such that I can find one that describes the work of my organizational unit.									
<b>Total Army</b>	<b>72%</b>  <b>13%</b>  <b>15%</b>	20	53	13	12	3	3.75	1.00	2,196
<b>AMC</b>	<b>72%</b>  <b>15%</b>  <b>13%</b>	20	51	15	10	3	3.77	0.98	274
<b>FORSCOM</b>	<b>80%</b>  <b>12%</b>  <b>8%</b>	21	60	12	7	1	3.92	0.84	241
<b>MEDCOM</b>	<b>75%</b>  <b>11%</b>  <b>14%</b>	33	43	11	12	2	3.92	1.04	242
<b>TRADOC</b>	<b>70%</b>  <b>14%</b>  <b>17%</b>	21	48	14	13	4	3.71	1.06	271
<b>USACE</b>	<b>67%</b>  <b>14%</b>  <b>19%</b>	9	58	14	16	4	3.53	0.98	590
<b>USAREUR</b>	<b>78%</b>  <b>6%</b>  <b>17%</b>	28	50	6	11	6	3.83	1.13	54
<b>OTHER</b>	<b>75%</b>  <b>12%</b>  <b>13%</b>	24	51	12	11	2	3.85	0.98	524
84. FASCLASS contains clear instructions on its use.									
<b>Total Army</b>	<b>69%</b>  <b>18%</b>  <b>13%</b>	17	52	18	11	2	3.71	0.95	2,192
<b>AMC</b>	<b>69%</b>  <b>21%</b>  <b>10%</b>	16	53	21	8	2	3.73	0.90	275
<b>FORSCOM</b>	<b>80%</b>  <b>14%</b>  <b>6%</b>	18	62	14	5	1	3.91	0.78	238
<b>MEDCOM</b>	<b>71%</b>  <b>12%</b>  <b>16%</b>	25	46	12	14	2	3.78	1.04	238
<b>TRADOC</b>	<b>72%</b>  <b>18%</b>  <b>10%</b>	21	51	18	9	1	3.82	0.90	269
<b>USACE</b>	<b>60%</b>  <b>22%</b>  <b>18%</b>	8	52	22	15	3	3.47	0.95	588
<b>USAREUR</b>	<b>78%</b>  <b>7%</b>  <b>15%</b>	20	58	7	11	4	3.80	1.01	55
<b>OTHER</b>	<b>71%</b>  <b>17%</b>  <b>12%</b>	21	50	17	10	2	3.78	0.96	529

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
85. How many times have you accessed the PERMISS (Personnel Management Information and Support System) section of CPOL in the last 12 months?		
<b>Total Army</b>		
Never	53%	3,756
Once Or Twice	18%	1,250
Several Times	15%	1,054
About Once A Month	8%	539
More Than Once A Month	8%	541
<b>AMC</b>		
Never	58%	535
Once Or Twice	15%	144
Several Times	14%	129
About Once A Month	7%	62
More Than Once A Month	6%	60
<b>FORSCOM</b>		
Never	49%	348
Once Or Twice	19%	139
Several Times	17%	118
About Once A Month	8%	55
More Than Once A Month	8%	54
<b>MEDCOM</b>		
Never	55%	410
Once Or Twice	18%	134
Several Times	15%	112
About Once A Month	5%	36
More Than Once A Month	7%	54
<b>TRADOC</b>		
Never	51%	448
Once Or Twice	19%	170
Several Times	17%	149
About Once A Month	8%	69
More Than Once A Month	5%	48
<b>USACE</b>		
Never	55%	767
Once Or Twice	20%	275
Several Times	13%	181
About Once A Month	7%	91
More Than Once A Month	5%	70

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
<p>85. How many times have you accessed the PERMISS (Personnel Management Information and Support System) section of CPOL in the last 12 months?</p>	<p><b>USAREUR</b></p> <ul style="list-style-type: none"> <li>Never 55%</li> <li>Once Or Twice 12%</li> <li>Several Times 13%</li> <li>About Once A Month 10%</li> <li>More Than Once A Month 10%</li> </ul> <p><b>OTHER</b></p> <ul style="list-style-type: none"> <li>Never 49%</li> <li>Once Or Twice 16%</li> <li>Several Times 15%</li> <li>About Once A Month 9%</li> <li>More Than Once A Month 10%</li> </ul>	<p>227</p> <p>49</p> <p>53</p> <p>43</p> <p>43</p> <p>1,021</p> <p>339</p> <p>312</p> <p>183</p> <p>212</p>

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
86. I find the information in PERMISS useful.									
<b>Total Army</b>		14	54	27	4	1	3.78	0.76	3,275
<b>AMC</b>		11	58	27	3	0	3.77	0.70	380
<b>FORSCOM</b>		15	58	23	2	1	3.85	0.74	350
<b>MEDCOM</b>		17	49	30	3	1	3.78	0.80	323
<b>TRADOC</b>		12	57	26	5	1	3.74	0.76	423
<b>USACE</b>		9	47	37	5	1	3.58	0.77	596
<b>USAREUR</b>		14	65	17	3	1	3.89	0.69	186
<b>OTHER</b>		18	55	23	4	0	3.86	0.76	1,017

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
87. How many times have you accessed the Training section of CPOL in the last 12 months?		
<b>Total Army</b>		
Never	51%	3,616
Once Or Twice	21%	1,473
Several Times	17%	1,166
About Once A Month	6%	457
More Than Once A Month	5%	345
<b>AMC</b>		
Never	55%	498
Once Or Twice	18%	165
Several Times	15%	140
About Once A Month	7%	60
More Than Once A Month	5%	50
<b>FORSCOM</b>		
Never	52%	367
Once Or Twice	21%	146
Several Times	16%	113
About Once A Month	6%	40
More Than Once A Month	6%	39
<b>MEDCOM</b>		
Never	58%	426
Once Or Twice	22%	166
Several Times	12%	90
About Once A Month	4%	31
More Than Once A Month	4%	27
<b>TRADOC</b>		
Never	52%	446
Once Or Twice	25%	215
Several Times	16%	137
About Once A Month	5%	39
More Than Once A Month	3%	28
<b>USACE</b>		
Never	60%	829
Once Or Twice	20%	277
Several Times	14%	187
About Once A Month	4%	56
More Than Once A Month	2%	29

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
<p>87. How many times have you accessed the Training section of CPOL in the last 12 months?</p> <p><b>USAREUR</b></p> <p>Never</p> <p>Once Or Twice</p> <p>Several Times</p> <p>About Once A Month</p> <p>More Than Once A Month</p> <p><b>OTHER</b></p> <p>Never</p> <p>Once Or Twice</p> <p>Several Times</p> <p>About Once A Month</p> <p>More Than Once A Month</p>	<p>A horizontal bar chart with green bars. The bars represent the percentage of supervisors for each response category. The percentages are: USAREUR Never (29%), USAREUR Once Or Twice (20%), USAREUR Several Times (26%), USAREUR About Once A Month (16%), USAREUR More Than Once A Month (9%), OTHER Never (45%), OTHER Once Or Twice (21%), OTHER Several Times (19%), OTHER About Once A Month (8%), and OTHER More Than Once A Month (7%).</p>	<p>121</p> <p>81</p> <p>106</p> <p>66</p> <p>39</p> <p>929</p> <p>423</p> <p>393</p> <p>165</p> <p>133</p>

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
88. I find the information in Training section of CPOL useful.												
<b>Total Army</b>		65%	28%	7%	9	56	28	6	2	3.65	0.78	3,399
<b>AMC</b>		67%	29%	4%	9	58	29	4	0	3.71	0.71	411
<b>FORSCOM</b>		70%	23%	7%	9	62	23	5	2	3.71	0.76	330
<b>MEDCOM</b>		59%	32%	8%	9	50	32	7	2	3.59	0.81	314
<b>TRADOC</b>		61%	31%	7%	6	56	31	6	1	3.59	0.73	410
<b>USACE</b>		54%	35%	10%	5	49	35	8	2	3.47	0.81	546
<b>USAREUR</b>		76%	20%	4%	10	66	20	3	0	3.83	0.66	287
<b>OTHER</b>		68%	25%	7%	11	57	25	6	2	3.69	0.82	1,101

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE																																												
<p>89. Have you used either PERSACTION or the Modern Defense Civilian Personnel Data System to track the status of personnel actions?</p>	<table border="1"> <caption>Data for Figure 89: Percent of Supervisors Selecting Response</caption> <thead> <tr> <th>Unit</th> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Total Army</td> <td>Yes</td> <td>27%</td> </tr> <tr> <td>No</td> <td>73%</td> </tr> <tr> <td rowspan="2">AMC</td> <td>Yes</td> <td>24%</td> </tr> <tr> <td>No</td> <td>76%</td> </tr> <tr> <td rowspan="2">FORSCOM</td> <td>Yes</td> <td>24%</td> </tr> <tr> <td>No</td> <td>76%</td> </tr> <tr> <td rowspan="2">MEDCOM</td> <td>Yes</td> <td>21%</td> </tr> <tr> <td>No</td> <td>79%</td> </tr> <tr> <td rowspan="2">TRADOC</td> <td>Yes</td> <td>18%</td> </tr> <tr> <td>No</td> <td>82%</td> </tr> <tr> <td rowspan="2">USACE</td> <td>Yes</td> <td>40%</td> </tr> <tr> <td>No</td> <td>60%</td> </tr> <tr> <td rowspan="2">USAREUR</td> <td>Yes</td> <td>32%</td> </tr> <tr> <td>No</td> <td>68%</td> </tr> <tr> <td rowspan="2">OTHER</td> <td>Yes</td> <td>24%</td> </tr> <tr> <td>No</td> <td>76%</td> </tr> </tbody> </table>	Unit	Response	Percentage	Total Army	Yes	27%	No	73%	AMC	Yes	24%	No	76%	FORSCOM	Yes	24%	No	76%	MEDCOM	Yes	21%	No	79%	TRADOC	Yes	18%	No	82%	USACE	Yes	40%	No	60%	USAREUR	Yes	32%	No	68%	OTHER	Yes	24%	No	76%	<p>2,316 6,373</p> <p>274 849</p> <p>209 669</p> <p>193 746</p> <p>196 883</p> <p>685 1,027</p> <p>162 345</p> <p>597 1,854</p>
Unit	Response	Percentage																																											
Total Army	Yes	27%																																											
	No	73%																																											
AMC	Yes	24%																																											
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TRADOC	Yes	18%																																											
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USACE	Yes	40%																																											
	No	60%																																											
USAREUR	Yes	32%																																											
	No	68%																																											
OTHER	Yes	24%																																											
	No	76%																																											

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
90. The automated tool makes it easy to track the status of my actions.									
<b>Total Army</b>		13	40	17	18	12	3.24	1.22	2,329
<b>AMC</b>		9	40	18	19	13	3.13	1.22	275
<b>FORSCOM</b>		17	39	17	20	8	3.37	1.20	214
<b>MEDCOM</b>		14	36	17	18	15	3.16	1.29	191
<b>TRADOC</b>		10	45	17	19	10	3.25	1.17	198
<b>USACE</b>		6	40	22	19	14	3.06	1.18	688
<b>USAREUR</b>		25	53	10	8	5	3.84	1.04	163
<b>OTHER</b>		18	38	14	20	11	3.32	1.26	600
91. I have had enough training to use the tool effectively.									
<b>Total Army</b>		8	31	21	28	12	2.96	1.18	2,348
<b>AMC</b>		5	34	22	28	11	2.95	1.12	278
<b>FORSCOM</b>		10	37	24	20	9	3.19	1.13	216
<b>MEDCOM</b>		11	26	25	25	13	2.97	1.22	194
<b>TRADOC</b>		8	31	19	29	13	2.91	1.20	196
<b>USACE</b>		3	29	22	33	13	2.76	1.09	694
<b>USAREUR</b>		16	29	20	25	10	3.18	1.25	164
<b>OTHER</b>		12	32	18	25	12	3.07	1.24	606

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
92. Have you used RESUMIX to fill vacancies?		
<b>Total Army</b>		
Yes	41%	3,550
No	59%	5,136
<b>AMC</b>		
Yes	34%	378
No	66%	739
<b>FORSCOM</b>		
Yes	33%	289
No	67%	585
<b>MEDCOM</b>		
Yes	32%	296
No	68%	636
<b>TRADOC</b>		
Yes	25%	269
No	75%	816
<b>USACE</b>		
Yes	52%	891
No	48%	820
<b>USAREUR</b>		
Yes	62%	316
No	38%	190
<b>OTHER</b>		
Yes	45%	1,111
No	55%	1,350

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
93. It is easy for me as a supervisor to use RESUMIX.									
<b>Total Army</b>		14	44	19	15	9	3.39	1.15	3,509
<b>AMC</b>		15	45	19	14	7	3.48	1.11	381
<b>FORSCOM</b>		15	51	21	8	5	3.61	1.00	289
<b>MEDCOM</b>		17	44	20	11	8	3.51	1.13	296
<b>TRADOC</b>		15	44	19	14	7	3.45	1.13	270
<b>USACE</b>		5	37	22	22	14	2.97	1.16	876
<b>USAREUR</b>		17	49	17	10	7	3.59	1.09	310
<b>OTHER</b>		18	45	17	14	7	3.54	1.14	1,087
94. I am satisfied with the quality of candidates generated by RESUMIX.									
<b>Total Army</b>		8	33	21	23	15	2.97	1.22	3,499
<b>AMC</b>		9	38	21	22	10	3.14	1.16	374
<b>FORSCOM</b>		9	43	21	20	8	3.24	1.11	282
<b>MEDCOM</b>		12	38	25	17	8	3.29	1.14	297
<b>TRADOC</b>		8	36	20	25	10	3.07	1.16	264
<b>USACE</b>		2	28	19	27	25	2.56	1.20	887
<b>USAREUR</b>		8	35	17	23	17	2.94	1.26	308
<b>OTHER</b>		11	32	23	22	13	3.06	1.21	1,087

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
95. Have you taken the on-line Supervisor Development Course?		
<b>Total Army</b>		
Yes	12%	1,042
No	88%	7,591
<b>AMC</b>		
Yes	8%	90
No	92%	1,022
<b>FORSCOM</b>		
Yes	10%	91
No	90%	780
<b>MEDCOM</b>		
Yes	13%	123
No	87%	814
<b>TRADOC</b>		
Yes	11%	113
No	89%	947
<b>USACE</b>		
Yes	10%	174
No	90%	1,535
<b>USAREUR</b>		
Yes	14%	71
No	86%	438
<b>OTHER</b>		
Yes	16%	380
No	84%	2,055

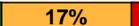
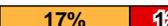
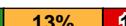
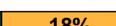
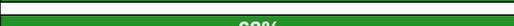
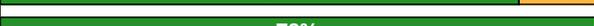
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
96. The on-line Supervisor Development Course provided me with the tools to help me be a better supervisor.									
<b>Total Army</b>		23	54	16	6	2	3.89	0.89	1,080
<b>AMC</b>		26	50	14	6	5	3.88	1.01	88
<b>FORSCOM</b>		19	62	10	4	5	3.86	0.94	100
<b>MEDCOM</b>		30	50	14	5	1	4.03	0.85	130
<b>TRADOC</b>		19	47	24	6	5	3.69	1.00	122
<b>USACE</b>		16	61	14	8	1	3.84	0.83	182
<b>USAREUR</b>		32	48	17	3	0	4.10	0.78	71
<b>OTHER</b>		23	53	17	6	1	3.91	0.84	387

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
97. Have you taken the on-line Manager Development Course?		
<b>Total Army</b>		
Yes	6%	508
No	94%	7,992
<b>AMC</b>		
Yes	3%	38
No	97%	1,058
<b>FORSCOM</b>		
Yes	6%	48
No	94%	813
<b>MEDCOM</b>		
Yes	6%	54
No	94%	871
<b>TRADOC</b>		
Yes	5%	53
No	95%	991
<b>USACE</b>		
Yes	4%	67
No	96%	1,611
<b>USAREUR</b>		
Yes	10%	47
No	90%	443
<b>OTHER</b>		
Yes	8%	201
No	92%	2,205

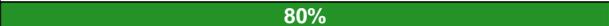
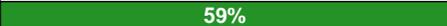
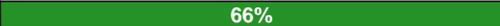
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
98. The on-line Manager Development Course provided me with the tools to help me be a better manager.									
<b>Total Army</b>	<b>75%</b>  <b>17%</b>  <b>8%</b> 	24	51	17	5	3	3.88	0.95	539
<b>AMC</b>	<b>71%</b>  <b>17%</b>  <b>12%</b> 	24	46	17	5	7	3.76	1.11	41
<b>FORSCOM</b>	<b>77%</b>  <b>13%</b>  <b>10%</b> 	23	54	13	4	6	3.85	1.02	52
<b>MEDCOM</b>	<b>78%</b>  <b>18%</b>  	31	47	18	2	2	4.04	0.86	55
<b>TRADOC</b>	<b>68%</b>  <b>17%</b>  <b>15%</b> 	25	42	17	7	8	3.69	1.18	59
<b>USACE</b>	<b>78%</b>  <b>17%</b>  	14	63	17	3	3	3.84	0.80	76
<b>USAREUR</b>	<b>81%</b>  <b>13%</b>  <b>6%</b> 	31	50	13	4	2	4.04	0.90	48
<b>OTHER</b>	<b>75%</b>  <b>17%</b>  <b>8%</b> 	25	50	17	7	1	3.90	0.90	208

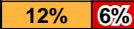
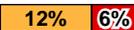
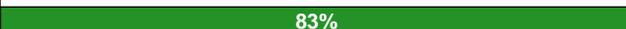
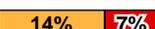
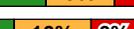
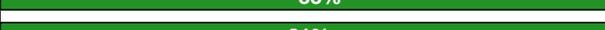
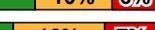
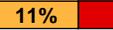
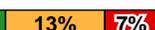
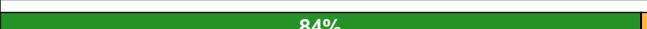
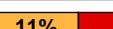
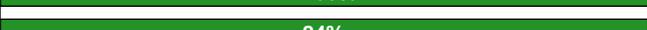
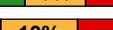
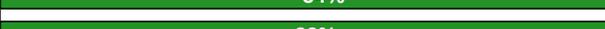
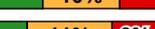
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
99. Has your chain of command delegated classification authority to you?		
<b>Total Army</b>		
Yes	12%	1,029
No	72%	6,376
Don't Know	16%	1,404
<b>AMC</b>		
Yes	13%	142
No	70%	796
Don't Know	17%	197
<b>FORSCOM</b>		
Yes	13%	113
No	70%	621
Don't Know	18%	158
<b>MEDCOM</b>		
Yes	5%	43
No	74%	707
Don't Know	21%	200
<b>TRADOC</b>		
Yes	13%	141
No	72%	786
Don't Know	16%	171
<b>USACE</b>		
Yes	20%	346
No	68%	1,184
Don't Know	12%	205
<b>USAREUR</b>		
Yes	4%	22
No	79%	405
Don't Know	16%	84
<b>OTHER</b>		
Yes	9%	222
No	75%	1,877
Don't Know	16%	389

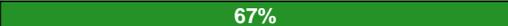
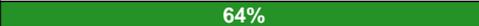
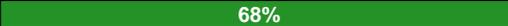
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
100. I have had sufficient training in the rules and tools of delegated classification authority.									
<b>Total Army</b>	<b>73%</b>  <b>11%</b>  <b>16%</b>	27	46	11	12	4	3.79	1.10	1,034
<b>AMC</b>	<b>80%</b>  <b>7%</b>  <b>13%</b>	16	64	7	9	4	3.79	0.94	140
<b>FORSCOM</b>	<b>79%</b>  <b>7%</b>  <b>14%</b>	44	36	7	9	4	4.05	1.13	117
<b>MEDCOM</b>	<b>59%</b>  <b>16%</b>  <b>25%</b>	27	32	16	14	11	3.50	1.34	44
<b>TRADOC</b>	<b>74%</b>  <b>11%</b>  <b>15%</b>	30	43	11	11	4	3.85	1.10	141
<b>USACE</b>	<b>66%</b>  <b>13%</b>  <b>21%</b>	21	45	13	14	6	3.60	1.15	346
<b>USAREUR</b>	<b>78%</b>  <b>13%</b>  <b>9%</b>	30	48	13	4	4	3.96	1.02	23
<b>OTHER</b>	<b>78%</b>  <b>10%</b>  <b>12%</b>	31	47	10	11	1	3.96	0.98	223
101. I feel confident in exercising delegated classification authority.									
<b>Total Army</b>	<b>74%</b>  <b>13%</b>  <b>13%</b>	29	45	13	9	4	3.86	1.06	1,023
<b>AMC</b>	<b>77%</b>  <b>14%</b>  <b>9%</b>	20	57	14	6	3	3.85	0.90	138
<b>FORSCOM</b>	<b>85%</b>  <b>9%</b>  <b>6%</b>	48	37	9	3	3	4.24	0.94	117
<b>MEDCOM</b>	<b>70%</b>  <b>9%</b>  <b>20%</b>	34	36	9	11	9	3.75	1.30	44
<b>TRADOC</b>	<b>74%</b>  <b>13%</b>  <b>13%</b>	30	43	13	10	3	3.89	1.04	141
<b>USACE</b>	<b>64%</b>  <b>16%</b>  <b>20%</b>	23	42	16	13	7	3.60	1.17	341
<b>USAREUR</b>	<b>86%</b>  <b>14%</b>  <b>0%</b>	33	52	0	10	5	4.00	1.10	21
<b>OTHER</b>	<b>81%</b>  <b>13%</b>  <b>6%</b>	33	48	13	5	1	4.06	0.88	221

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
102. Differences among individuals (for example: gender, race, national origin, religion, age, cultural background, disability) are respected and valued at this installation/activity.									
<b>Total Army</b>	<b>83%</b>  <b>12%</b>  <b>6%</b>	28	55	12	4	2	4.03	0.84	8,747
<b>AMC</b>	<b>82%</b>  <b>12%</b>  <b>6%</b>	27	55	12	4	1	4.01	0.83	1,134
<b>FORSCOM</b>	<b>83%</b>  <b>10%</b>  <b>7%</b>	27	56	10	5	2	4.02	0.86	878
<b>MEDCOM</b>	<b>79%</b>  <b>14%</b>  <b>7%</b>	24	55	14	5	2	3.95	0.86	941
<b>TRADOC</b>	<b>80%</b>  <b>15%</b>  <b>6%</b>	27	52	15	4	2	3.99	0.86	1,090
<b>USACE</b>	<b>88%</b>  <b>9%</b>  <b>3%</b>	29	60	9	2	1	4.13	0.71	1,732
<b>USAREUR</b>	<b>83%</b>  <b>10%</b>  <b>6%</b>	30	53	10	5	1	4.06	0.85	502
<b>OTHER</b>	<b>81%</b>  <b>12%</b>  <b>7%</b>	29	52	12	5	2	4.00	0.90	2,470
103. Managers/supervisors/team leaders work well with employees of different backgrounds.									
<b>Total Army</b>	<b>84%</b>  <b>11%</b>  <b>5%</b>	26	58	11	4	1	4.04	0.81	8,785
<b>AMC</b>	<b>84%</b>  <b>11%</b>  <b>5%</b>	26	58	11	4	1	4.05	0.78	1,138
<b>FORSCOM</b>	<b>84%</b>  <b>11%</b>  <b>5%</b>	26	58	11	3	2	4.03	0.82	887
<b>MEDCOM</b>	<b>80%</b>  <b>13%</b>  <b>7%</b>	23	57	13	5	2	3.95	0.85	946
<b>TRADOC</b>	<b>84%</b>  <b>11%</b>  <b>5%</b>	26	57	11	3	2	4.03	0.81	1,094
<b>USACE</b>	<b>88%</b>  <b>8%</b>  <b>4%</b>	26	62	8	3	1	4.09	0.73	1,735
<b>USAREUR</b>	<b>84%</b>  <b>10%</b>  <b>6%</b>	28	56	10	5	1	4.06	0.80	502
<b>OTHER</b>	<b>82%</b>  <b>11%</b>  <b>6%</b>	28	54	11	5	2	4.02	0.86	2,483

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
104. Army managers and supervisors capitalize on the creative and valuable input offered by employees due to their varying backgrounds, experiences and cultures.									
<b>Total Army</b>	<b>67%</b>  <b>22%</b>  <b>11%</b>	19	48	22	8	3	3.71	0.96	8,598
<b>AMC</b>	<b>63%</b>  <b>26%</b>  <b>11%</b>	16	47	26	9	2	3.67	0.92	1,122
<b>FORSCOM</b>	<b>68%</b>  <b>21%</b>  <b>11%</b>	19	49	21	8	3	3.72	0.97	870
<b>MEDCOM</b>	<b>64%</b>  <b>22%</b>  <b>14%</b>	18	46	22	10	4	3.64	1.01	929
<b>TRADOC</b>	<b>64%</b>  <b>24%</b>  <b>12%</b>	19	45	24	8	4	3.68	1.00	1,065
<b>USACE</b>	<b>72%</b>  <b>21%</b>  <b>7%</b>	18	54	21	6	1	3.81	0.84	1,691
<b>USAREUR</b>	<b>68%</b>  <b>18%</b>  <b>14%</b>	23	46	18	10	4	3.73	1.04	494
<b>OTHER</b>	<b>66%</b>  <b>22%</b>  <b>13%</b>	20	45	22	9	4	3.70	1.01	2,427

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE																																																												
105. 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?	<table border="1"> <thead> <tr> <th>Unit</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army</td> <td>5%</td> <td>95%</td> </tr> <tr> <td>AMC</td> <td>4%</td> <td>96%</td> </tr> <tr> <td>FORSCOM</td> <td>7%</td> <td>93%</td> </tr> <tr> <td>MEDCOM</td> <td>8%</td> <td>92%</td> </tr> <tr> <td>TRADOC</td> <td>5%</td> <td>95%</td> </tr> <tr> <td>USACE</td> <td>3%</td> <td>97%</td> </tr> <tr> <td>USAREUR</td> <td>7%</td> <td>93%</td> </tr> <tr> <td>OTHER</td> <td>6%</td> <td>94%</td> </tr> </tbody> </table>	Unit	Yes (%)	No (%)	Total Army	5%	95%	AMC	4%	96%	FORSCOM	7%	93%	MEDCOM	8%	92%	TRADOC	5%	95%	USACE	3%	97%	USAREUR	7%	93%	OTHER	6%	94%	<table border="1"> <tbody> <tr> <td>Total Army</td> <td>465</td> </tr> <tr> <td>No</td> <td>8,371</td> </tr> <tr> <td>AMC</td> <td>43</td> </tr> <tr> <td>No</td> <td>1,101</td> </tr> <tr> <td>FORSCOM</td> <td>59</td> </tr> <tr> <td>No</td> <td>834</td> </tr> <tr> <td>MEDCOM</td> <td>80</td> </tr> <tr> <td>No</td> <td>877</td> </tr> <tr> <td>TRADOC</td> <td>53</td> </tr> <tr> <td>No</td> <td>1,046</td> </tr> <tr> <td>USACE</td> <td>55</td> </tr> <tr> <td>No</td> <td>1,683</td> </tr> <tr> <td>USAREUR</td> <td>35</td> </tr> <tr> <td>No</td> <td>478</td> </tr> <tr> <td>OTHER</td> <td>140</td> </tr> <tr> <td>No</td> <td>2,352</td> </tr> </tbody> </table>	Total Army	465	No	8,371	AMC	43	No	1,101	FORSCOM	59	No	834	MEDCOM	80	No	877	TRADOC	53	No	1,046	USACE	55	No	1,683	USAREUR	35	No	478	OTHER	140	No	2,352
Unit	Yes (%)	No (%)																																																											
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106. If you were harassed, did you report the incident?	<table border="1"> <thead> <tr> <th>Unit</th> <th>Yes (%)</th> <th>No (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army</td> <td>44%</td> <td>56%</td> </tr> <tr> <td>AMC</td> <td>41%</td> <td>59%</td> </tr> <tr> <td>FORSCOM</td> <td>47%</td> <td>53%</td> </tr> </tbody> </table>	Unit	Yes (%)	No (%)	Total Army	44%	56%	AMC	41%	59%	FORSCOM	47%	53%	<table border="1"> <tbody> <tr> <td>Total Army</td> <td>206</td> </tr> <tr> <td>No</td> <td>259</td> </tr> <tr> <td>AMC</td> <td>17</td> </tr> <tr> <td>No</td> <td>24</td> </tr> <tr> <td>FORSCOM</td> <td>28</td> </tr> <tr> <td>No</td> <td>32</td> </tr> </tbody> </table>	Total Army	206	No	259	AMC	17	No	24	FORSCOM	28	No	32																																			
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**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
106. If you were harassed, did you report the incident?		
<b>MEDCOM</b>		
Yes	53%	42
No	47%	37
<b>TRADOC</b>		
Yes	44%	24
No	56%	30
<b>USACE</b>		
Yes	42%	23
No	58%	32
<b>USAREUR</b>		
Yes	41%	14
No	59%	20
<b>OTHER</b>		
Yes	41%	58
No	59%	84
107. If you reported the incident, was any action (e.g., management spoke with the offending person) taken?		
<b>Total Army</b>		
Yes	29%	60
No	47%	97
Don't Know	25%	51
<b>AMC</b>		
Yes	29%	5
No	41%	7
Don't Know	29%	5
<b>FORSCOM</b>		
Yes	14%	4
No	46%	13
Don't Know	39%	11
<b>MEDCOM</b>		
Yes	37%	16
No	44%	19
Don't Know	19%	8
<b>TRADOC</b>		
Yes	38%	9
No	38%	9
Don't Know	25%	6

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
107. If you reported the incident, was any action (e.g., management spoke with the offending person) taken?	<p><b>USACE</b></p> <p>Yes  33%</p> <p>No  33%</p> <p>Don't Know  33%</p> <p><b>USAREUR</b></p> <p>Yes  21%</p> <p>No  64%</p> <p>Don't Know  14%</p> <p><b>OTHER</b></p> <p>Yes  26%</p> <p>No  55%</p> <p>Don't Know  19%</p>	<p>8</p> <p>8</p> <p>8</p> <p>3</p> <p>9</p> <p>2</p> <p>15</p> <p>32</p> <p>11</p>
108. Have you had a problem with your pay (e.g., getting your check sent to the right place, receiving the correct amount) in the last 12 months?	<p><b>Total Army</b></p> <p>Yes  11%</p> <p>No  89%</p> <p><b>AMC</b></p> <p>Yes  8%</p> <p>No  92%</p> <p><b>FORSCOM</b></p> <p>Yes  9%</p> <p>No  91%</p> <p><b>MEDCOM</b></p> <p>Yes  11%</p> <p>No  89%</p> <p><b>TRADOC</b></p> <p>Yes  8%</p> <p>No  92%</p> <p><b>USACE</b></p> <p>Yes  9%</p> <p>No  91%</p> <p><b>USAREUR</b></p> <p>Yes  22%</p> <p>No  78%</p>	<p>947</p> <p>7,910</p> <p>96</p> <p>1,049</p> <p>84</p> <p>814</p> <p>102</p> <p>854</p> <p>90</p> <p>1,015</p> <p>158</p> <p>1,581</p> <p>112</p> <p>402</p>

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE					
<p>108. Have you had a problem with your pay (e.g., getting your check sent to the right place, receiving the correct amount) in the last 12 months?</p> <p><b>OTHER</b></p> <p>Yes</p> <p>No</p>	<table border="1"> <tr> <td>Yes</td> <td>12%</td> </tr> <tr> <td>No</td> <td>88%</td> </tr> </table>	Yes	12%	No	88%	<p>305</p> <p>2,195</p>
Yes	12%					
No	88%					

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
109. In which area(s) of pay did you have a problem?		
<b>Total Army</b>		
Direct Deposit	12%	116
Leave	25%	238
Late Pay	15%	142
Tax Withholding	7%	70
Health Insurance	9%	87
Life Insurance	5%	44
Thrift Savings Plan	20%	186
Retirement	3%	32
Other	48%	458
<b>AMC</b>		
Direct Deposit	11%	11
Leave	15%	15
Late Pay	16%	16
Tax Withholding	3%	3
Health Insurance	7%	7
Life Insurance	5%	5
Thrift Savings Plan	23%	22
Retirement	3%	3
Other	53%	51
<b>FORSCOM</b>		
Direct Deposit	15%	13
Leave	25%	21
Late Pay	8%	7
Tax Withholding	8%	7
Health Insurance	12%	10
Life Insurance	4%	3
Thrift Savings Plan	21%	18
Retirement	2%	2
Other	54%	45
<b>MEDCOM</b>		
Direct Deposit	13%	13
Leave	26%	27
Late Pay	17%	17
Tax Withholding	4%	4
Health Insurance	8%	8
Life Insurance	3%	3
Thrift Savings Plan	21%	21
Retirement	4%	4
Other	42%	43

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
109. In which area(s) of pay did you have a problem?		
<b>TRADOC</b>		
Direct Deposit	7%	6
Leave	22%	20
Late Pay	9%	8
Tax Withholding	3%	3
Health Insurance	8%	7
Life Insurance	8%	7
Thrift Savings Plan	22%	20
Retirement	2%	2
Other	49%	44
<b>USACE</b>		
Direct Deposit	13%	20
Leave	21%	33
Late Pay	18%	29
Tax Withholding	8%	13
Health Insurance	5%	8
Life Insurance	1%	2
Thrift Savings Plan	11%	17
Retirement	3%	4
Other	49%	78
<b>USAREUR</b>		
Direct Deposit	6%	7
Leave	34%	38
Late Pay	13%	15
Tax Withholding	10%	11
Health Insurance	14%	16
Life Insurance	11%	12
Thrift Savings Plan	21%	24
Retirement	7%	8
Other	49%	55
<b>OTHER</b>		
Direct Deposit	15%	46
Leave	27%	84
Late Pay	16%	50
Tax Withholding	9%	29
Health Insurance	10%	31
Life Insurance	4%	12
Thrift Savings Plan	21%	64
Retirement	3%	9
Other	46%	142

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
110. Which office caused the problem(s)?		
<b>Total Army</b>		
I don't know which office.	32%	301
More than one office.	20%	182
Civilian Personnel Office	22%	203
Admin Office (e.g., time keeper)	8%	75
DFAS (Payroll Office)	18%	172
<b>AMC</b>		
I don't know which office.	32%	30
More than one office.	23%	22
Civilian Personnel Office	19%	18
Admin Office (e.g., time keeper)	4%	4
DFAS (Payroll Office)	22%	21
<b>FORSCOM</b>		
I don't know which office.	32%	26
More than one office.	12%	10
Civilian Personnel Office	23%	19
Admin Office (e.g., time keeper)	13%	11
DFAS (Payroll Office)	20%	16
<b>MEDCOM</b>		
I don't know which office.	36%	35
More than one office.	18%	17
Civilian Personnel Office	22%	21
Admin Office (e.g., time keeper)	13%	13
DFAS (Payroll Office)	11%	11
<b>TRADOC</b>		
I don't know which office.	43%	38
More than one office.	11%	10
Civilian Personnel Office	16%	14
Admin Office (e.g., time keeper)	3%	3
DFAS (Payroll Office)	27%	24
<b>USACE</b>		
I don't know which office.	36%	56
More than one office.	17%	27
Civilian Personnel Office	21%	33
Admin Office (e.g., time keeper)	12%	18
DFAS (Payroll Office)	14%	22

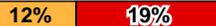
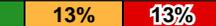
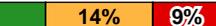
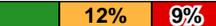
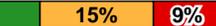
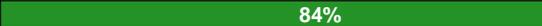
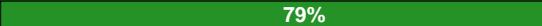
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
110. Which office caused the problem(s)?		
<b>USAREUR</b>		
I don't know which office.	25%	28
More than one office.	25%	28
Civilian Personnel Office	30%	34
Admin Office (e.g., time keeper)	5%	6
DFAS (Payroll Office)	14%	16
<b>OTHER</b>		
I don't know which office.	29%	88
More than one office.	23%	68
Civilian Personnel Office	21%	64
Admin Office (e.g., time keeper)	7%	20
DFAS (Payroll Office)	21%	62
111. Was the problem resolved before your next pay period?		
<b>Total Army</b>		
Yes	24%	215
No	76%	675
<b>AMC</b>		
Yes	16%	15
No	84%	78
<b>FORSCOM</b>		
Yes	30%	23
No	70%	54
<b>MEDCOM</b>		
Yes	34%	31
No	66%	59
<b>TRADOC</b>		
Yes	24%	20
No	76%	65
<b>USACE</b>		
Yes	26%	40
No	74%	113
<b>USAREUR</b>		
Yes	21%	22
No	79%	85
<b>OTHER</b>		
Yes	22%	64
No	78%	221

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	PERCENT OF SUPERVISORS SELECTING RESPONSE	
112. Are Alternative Work Schedules (AWS) (e.g., work on a 5–4/9 or 4/10 schedule) allowed in your work unit?		
<b>Total Army</b>		
Yes	58%	5,151
No	36%	3,178
Don't Know	6%	532
<b>AMC</b>		
Yes	72%	821
No	27%	309
Don't Know	1%	15
<b>FORSCOM</b>		
Yes	65%	580
No	30%	265
Don't Know	6%	51
<b>MEDCOM</b>		
Yes	52%	493
No	39%	369
Don't Know	10%	95
<b>TRADOC</b>		
Yes	50%	555
No	42%	462
Don't Know	8%	85
<b>USACE</b>		
Yes	68%	1,193
No	30%	515
Don't Know	2%	35
<b>USAREUR</b>		
Yes	20%	103
No	63%	325
Don't Know	17%	87
<b>OTHER</b>		
Yes	56%	1,406
No	37%	933
Don't Know	7%	164

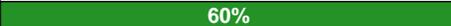
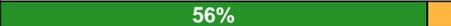
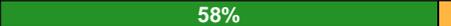
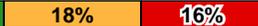
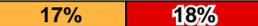
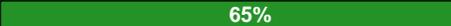
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
113. I have not seen any drop in productivity since my organization instituted AWS.									
<b>Total Army</b>	<b>71%</b>  <b>11%</b>  <b>18%</b>	34	37	11	12	6	3.82	1.20	4,937
<b>AMC</b>	<b>71%</b>  <b>10%</b>  <b>19%</b>	35	36	10	12	7	3.80	1.24	800
<b>FORSCOM</b>	<b>68%</b>  <b>12%</b>  <b>19%</b>	32	36	12	13	6	3.75	1.21	560
<b>MEDCOM</b>	<b>71%</b>  <b>9%</b>  <b>20%</b>	35	37	9	12	8	3.79	1.25	457
<b>TRADOC</b>	<b>68%</b>  <b>12%</b>  <b>21%</b>	34	33	12	13	7	3.74	1.26	536
<b>USACE</b>	<b>69%</b>  <b>12%</b>  <b>19%</b>	30	39	12	12	7	3.73	1.21	1,151
<b>USAREUR</b>	<b>75%</b>  <b>13%</b>  <b>13%</b>	38	38	13	7	5	3.95	1.13	96
<b>OTHER</b>	<b>76%</b>  <b>10%</b>  <b>14%</b>	38	38	10	10	4	3.96	1.12	1,337
114. AWS has helped improve morale in my work unit.									
<b>Total Army</b>	<b>78%</b>  <b>14%</b>  <b>8%</b>	41	37	14	6	2	4.08	0.99	4,896
<b>AMC</b>	<b>81%</b>  <b>13%</b>  <b>6%</b>	43	38	13	5	1	4.16	0.93	803
<b>FORSCOM</b>	<b>77%</b>  <b>14%</b>  <b>9%</b>	37	40	14	6	3	4.02	1.02	545
<b>MEDCOM</b>	<b>78%</b>  <b>12%</b>  <b>9%</b>	41	37	12	6	3	4.07	1.03	459
<b>TRADOC</b>	<b>72%</b>  <b>16%</b>  <b>12%</b>	40	32	16	9	3	3.98	1.08	525
<b>USACE</b>	<b>77%</b>  <b>15%</b>  <b>9%</b>	37	39	15	6	2	4.03	0.98	1,140
<b>USAREUR</b>	<b>84%</b>  <b>9%</b>  <b>7%</b>	45	38	9	4	3	4.19	0.98	97
<b>OTHER</b>	<b>79%</b>  <b>13%</b>  <b>7%</b>	44	35	13	6	2	4.15	0.96	1,327

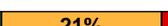
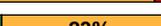
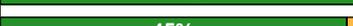
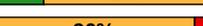
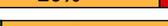
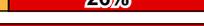
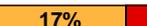
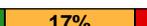
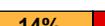
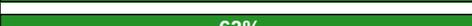
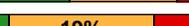
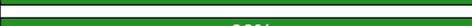
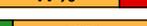
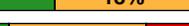
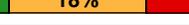
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
115. Managers communicate the organization's mission, vision and priorities.									
<b>Total Army</b>	 75% 12% 12%	20	55	12	9	3	3.80	0.97	8,844
<b>AMC</b>	 74% 14% 12%	18	56	14	9	3	3.77	0.95	1,140
<b>FORSCOM</b>	 79% 10% 12%	23	56	10	9	3	3.87	0.96	893
<b>MEDCOM</b>	 76% 12% 12%	20	56	12	9	3	3.82	0.95	954
<b>TRADOC</b>	 71% 14% 14%	21	50	14	10	4	3.74	1.03	1,102
<b>USACE</b>	 81% 10% 8%	20	62	10	6	2	3.91	0.85	1,742
<b>USAREUR</b>	 69% 14% 17%	19	50	14	11	6	3.66	1.09	517
<b>OTHER</b>	 73% 13% 14%	21	52	13	10	4	3.75	1.02	2,496
116. I am satisfied with the amount of my involvement in decisions that affect my work.									
<b>Total Army</b>	 66% 12% 22%	19	47	12	16	6	3.57	1.13	8,867
<b>AMC</b>	 65% 13% 22%	17	48	13	17	5	3.54	1.12	1,144
<b>FORSCOM</b>	 70% 12% 18%	23	47	12	13	5	3.70	1.12	896
<b>MEDCOM</b>	 62% 12% 25%	18	44	12	19	6	3.49	1.18	958
<b>TRADOC</b>	 65% 14% 21%	19	45	14	16	5	3.57	1.13	1,104
<b>USACE</b>	 68% 13% 19%	16	52	13	15	4	3.60	1.05	1,746
<b>USAREUR</b>	 67% 10% 23%	20	48	10	16	7	3.57	1.17	517
<b>OTHER</b>	 65% 12% 23%	19	46	12	16	7	3.54	1.17	2,502

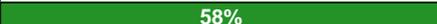
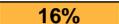
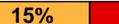
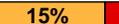
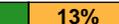
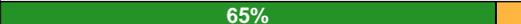
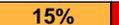
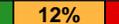
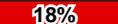
**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
117. In the past two years, I have been given more flexibility in how I accomplish my work.									
<b>Total Army</b>	<b>59%</b>  <b>20%</b>  <b>20%</b> 	19	40	20	15	6	3.52	1.12	8,665
<b>AMC</b>	<b>57%</b>  <b>21%</b>  <b>22%</b> 	15	42	21	16	7	3.42	1.12	1,132
<b>FORSCOM</b>	<b>66%</b>  <b>16%</b>  <b>18%</b> 	22	44	16	13	5	3.66	1.10	875
<b>MEDCOM</b>	<b>60%</b>  <b>18%</b>  <b>22%</b> 	20	40	18	15	7	3.52	1.17	929
<b>TRADOC</b>	<b>59%</b>  <b>22%</b>  <b>19%</b> 	21	39	22	14	5	3.56	1.11	1,086
<b>USACE</b>	<b>56%</b>  <b>24%</b>  <b>20%</b> 	15	41	24	15	5	3.47	1.07	1,710
<b>USAREUR</b>	<b>58%</b>  <b>21%</b>  <b>22%</b> 	19	39	21	16	6	3.50	1.14	497
<b>OTHER</b>	<b>60%</b>  <b>19%</b>  <b>21%</b> 	21	39	19	15	6	3.55	1.14	2,436
118. I am clear about how "good performance" is defined in my organization.									
<b>Total Army</b>	<b>65%</b>  <b>17%</b>  <b>18%</b> 	18	48	17	13	5	3.60	1.07	8,845
<b>AMC</b>	<b>64%</b>  <b>18%</b>  <b>18%</b> 	15	49	18	12	6	3.56	1.06	1,142
<b>FORSCOM</b>	<b>70%</b>  <b>14%</b>  <b>16%</b> 	20	50	14	11	5	3.69	1.06	894
<b>MEDCOM</b>	<b>62%</b>  <b>18%</b>  <b>20%</b> 	18	44	18	14	6	3.55	1.11	961
<b>TRADOC</b>	<b>66%</b>  <b>18%</b>  <b>16%</b> 	21	45	18	12	4	3.66	1.07	1,106
<b>USACE</b>	<b>65%</b>  <b>17%</b>  <b>18%</b> 	13	53	17	13	4	3.56	1.02	1,741
<b>USAREUR</b>	<b>66%</b>  <b>14%</b>  <b>21%</b> 	19	47	14	14	6	3.58	1.14	515
<b>OTHER</b>	<b>65%</b>  <b>16%</b>  <b>18%</b> 	19	46	16	13	5	3.61	1.09	2,486

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
119. Corrective actions are taken when employees do not meet performance standards.									
<b>Total Army</b>	<b>49%</b>  <b>24%</b>  <b>27%</b> 	9	40	24	20	7	3.25	1.10	8,592
<b>AMC</b>	<b>49%</b>  <b>24%</b>  <b>27%</b> 	7	42	24	20	7	3.22	1.06	1,123
<b>FORSCOM</b>	<b>55%</b>  <b>22%</b>  <b>24%</b> 	12	43	22	17	6	3.37	1.10	871
<b>MEDCOM</b>	<b>51%</b>  <b>21%</b>  <b>28%</b> 	10	40	21	19	10	3.23	1.16	924
<b>TRADOC</b>	<b>52%</b>  <b>23%</b>  <b>25%</b> 	13	40	23	18	7	3.33	1.12	1,067
<b>USACE</b>	<b>45%</b>  <b>26%</b>  <b>28%</b> 	5	40	26	22	6	3.16	1.02	1,710
<b>USAREUR</b>	<b>51%</b>  <b>23%</b>  <b>26%</b> 	11	39	23	20	7	3.28	1.11	502
<b>OTHER</b>	<b>49%</b>  <b>24%</b>  <b>28%</b> 	11	38	24	19	8	3.23	1.13	2,395
120. My organization encourages new practices and ways of doing business.									
<b>Total Army</b>	<b>66%</b>  <b>17%</b>  <b>16%</b> 	19	48	17	12	5	3.64	1.06	8,808
<b>AMC</b>	<b>68%</b>  <b>17%</b>  <b>15%</b> 	20	47	17	11	4	3.69	1.05	1,137
<b>FORSCOM</b>	<b>71%</b>  <b>14%</b>  <b>15%</b> 	23	48	14	11	4	3.76	1.05	889
<b>MEDCOM</b>	<b>63%</b>  <b>19%</b>  <b>18%</b> 	17	46	19	13	5	3.56	1.08	954
<b>TRADOC</b>	<b>66%</b>  <b>17%</b>  <b>17%</b> 	21	45	17	11	5	3.66	1.09	1,096
<b>USACE</b>	<b>69%</b>  <b>18%</b>  <b>13%</b> 	16	54	18	9	4	3.68	0.97	1,739
<b>USAREUR</b>	<b>63%</b>  <b>18%</b>  <b>19%</b> 	18	46	18	13	6	3.57	1.09	514
<b>OTHER</b>	<b>64%</b>  <b>18%</b>  <b>18%</b> 	19	45	18	13	5	3.60	1.09	2,479

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
121. Management seeks my ideas and opinions before making important decisions affecting my work.									
<b>Total Army</b>	<b>58%</b>  <b>16%</b>  <b>26%</b> 	17	41	16	17	9	3.40	1.21	8,828
<b>AMC</b>	<b>57%</b>  <b>16%</b>  <b>27%</b> 	15	41	16	17	10	3.35	1.22	1,143
<b>FORSCOM</b>	<b>61%</b>  <b>17%</b>  <b>22%</b> 	20	42	17	14	8	3.51	1.19	886
<b>MEDCOM</b>	<b>54%</b>  <b>15%</b>  <b>31%</b> 	16	38	15	18	12	3.27	1.28	954
<b>TRADOC</b>	<b>58%</b>  <b>17%</b>  <b>25%</b> 	20	39	17	17	8	3.45	1.21	1,098
<b>USACE</b>	<b>59%</b>  <b>18%</b>  <b>23%</b> 	13	46	18	17	6	3.43	1.11	1,736
<b>USAREUR</b>	<b>61%</b>  <b>14%</b>  <b>25%</b> 	19	42	14	16	9	3.46	1.22	516
<b>OTHER</b>	<b>57%</b>  <b>16%</b>  <b>27%</b> 	18	39	16	17	10	3.38	1.24	2,495
122. I have the decision-making authority I need to do my work.									
<b>Total Army</b>	<b>69%</b>  <b>14%</b>  <b>17%</b> 	22	48	14	12	5	3.69	1.09	8,821
<b>AMC</b>	<b>67%</b>  <b>15%</b>  <b>18%</b> 	19	49	15	13	5	3.64	1.08	1,140
<b>FORSCOM</b>	<b>72%</b>  <b>13%</b>  <b>15%</b> 	25	48	13	10	5	3.77	1.09	886
<b>MEDCOM</b>	<b>65%</b>  <b>14%</b>  <b>21%</b> 	21	44	14	15	7	3.58	1.17	956
<b>TRADOC</b>	<b>67%</b>  <b>15%</b>  <b>17%</b> 	25	42	15	13	5	3.70	1.12	1,099
<b>USACE</b>	<b>73%</b>  <b>13%</b>  <b>14%</b> 	18	54	13	10	4	3.73	1.00	1,735
<b>USAREUR</b>	<b>70%</b>  <b>12%</b>  <b>18%</b> 	23	46	12	12	6	3.68	1.14	515
<b>OTHER</b>	<b>69%</b>  <b>14%</b>  <b>17%</b> 	23	46	14	11	5	3.70	1.11	2,490

**Civilian Supervisors – FY01  
Totals for Army and 7 MACOMS**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
123. "Red tape" and unnecessary rules/regulations do not interfere with the timely completion of my work.									
<b>Total Army</b>		8	28	18	28	18	2.80	1.26	8,790
<b>AMC</b>		7	26	18	30	19	2.71	1.22	1,137
<b>FORSCOM</b>		10	34	17	25	14	3.02	1.25	891
<b>MEDCOM</b>		11	29	16	26	18	2.88	1.30	950
<b>TRADOC</b>		10	30	18	27	16	2.92	1.26	1,099
<b>USACE</b>		4	21	19	33	24	2.49	1.18	1,730
<b>USAREUR</b>		9	31	16	25	19	2.85	1.28	513
<b>OTHER</b>		9	30	18	26	17	2.88	1.26	2,470