

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

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# About This Report

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### About This Employee Report

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

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

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

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

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

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

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

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

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

**Response Rates** - Participants were asked to complete their surveys, which were automatically returned electronically to an independent research and consulting firm for processing. Of the approximately 26,559 Army civilian foreign national employees and supervisors who were invited to complete the attitude survey, 2,259 returned surveys for a 9% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to  $\pm 2.0$  percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 58% and 62% of the civilian employee population hold the same view.

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

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

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

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

Results are presented in the following sections:

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

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

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

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

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

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

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

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

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

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

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

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

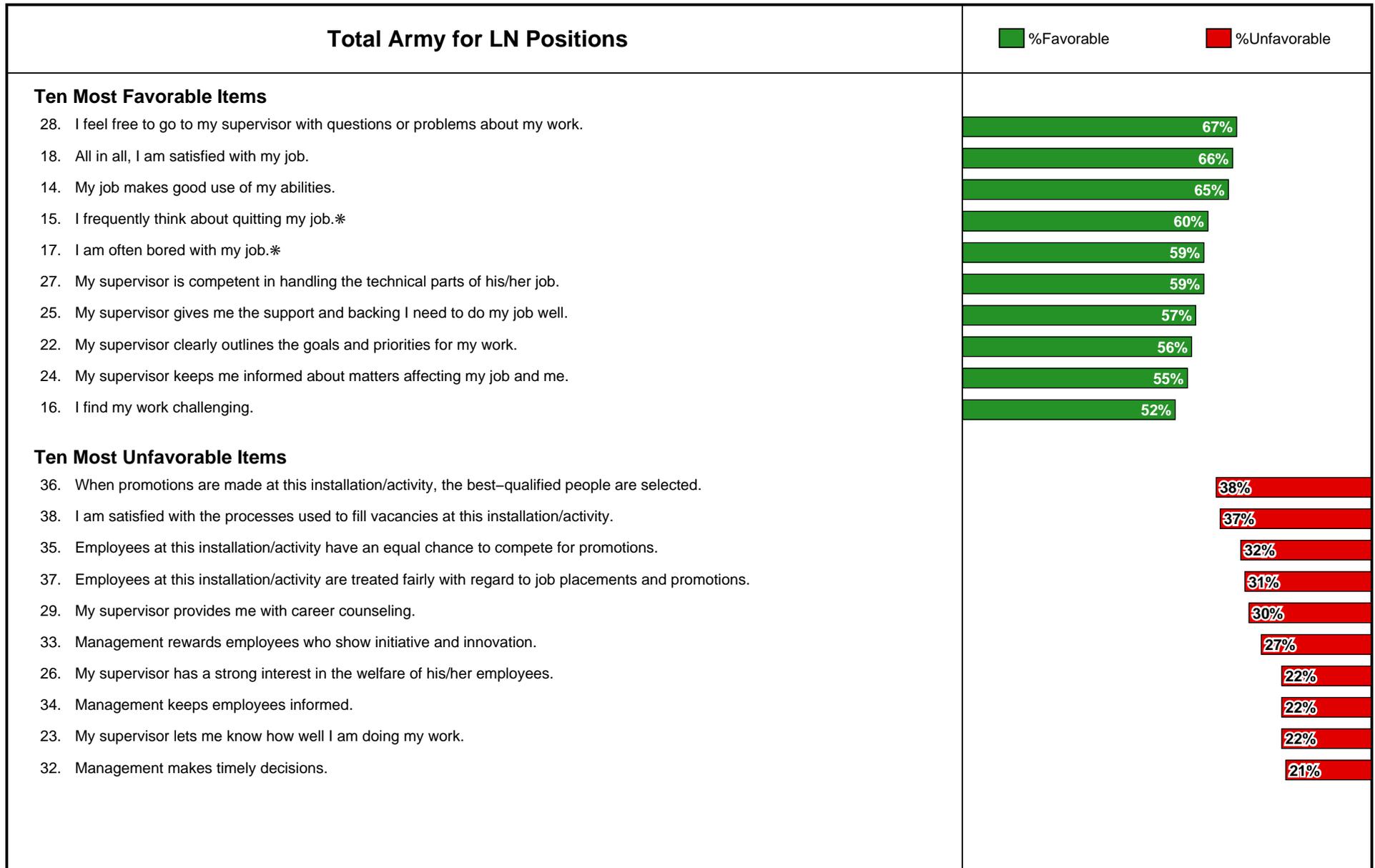
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small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

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5. **Review supplemental items.** Could scores on any of the scaled supplemental items relate to other survey items or themes that you've already identified? Although many of the supplemental items deal with specific issues (for example, Harassment, OnLine Applications), problems in these areas could impact other areas such as **Satisfaction with Job** or **Satisfaction with Management**.
6. **Dealing with perceptions.** Keep in mind that survey results reflect perceptions, which differ from one person to another. You must deal with the perception, whether or not you agree with or understand its source. Do not expect to understand what everything means. You should get clarification on issues with high neutral responses, contradictory responses, and divided responses by discussing those issues with your immediate group of employees. Many internal and external events, including organizational changes, policy changes, the local economy, and recent news events may have contributed to the results. You should not use these events to rationalize your results, but consider them as potential areas of discussion.
7. **Additional Support.** For more information regarding these results and how you may better utilize the information, please phone Mr. Murray Mack at (703) 325-8684 (DSN 225-8684) or email [murray.mack@asamra.hoffman.army.mil](mailto:murray.mack@asamra.hoffman.army.mil).

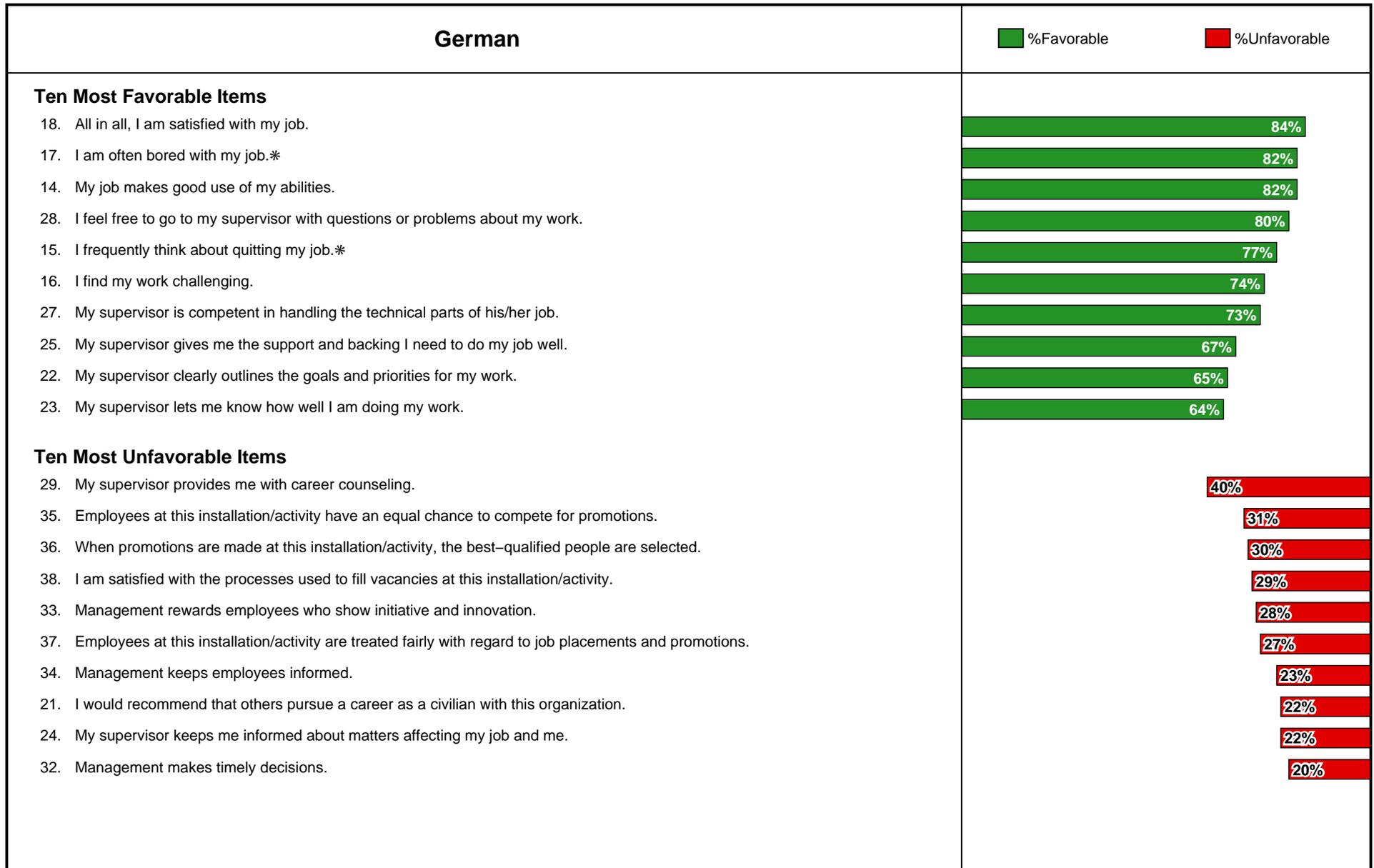
## Ten Most Favorable/Unfavorable Items

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\* Item is phrased in a negative manner.

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\* Item is phrased in a negative manner.

# Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Civilian Personnel Service</b>				
Total Army for LN Positions	45%	37%	18%	1,992
German	61%	25%	13%	356
<b>Satisfaction with Job *</b>				
Total Army for LN Positions	60%	26%	14%	1,994
German	80%	12%	8%	357
<b>Satisfaction with Career</b>				
Total Army for LN Positions	46%	42%	12%	1,681
German	55%	26%	19%	344
<b>Satisfaction with First Line Supervisor</b>				
Total Army for LN Positions	53%	28%	20%	1,932
German	64%	17%	19%	355
<b>Satisfaction with Management</b>				
Total Army for LN Positions	44%	35%	21%	1,617
German	53%	27%	20%	345

\* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Job Placement/Promotion System</b>				
Total Army for LN Positions	32%	33%	35%	1,753
German	37%	33%	29%	325
<b>Satisfaction with Awards and Recognition</b>				
Total Army for LN Positions	41%	32%	28%	1,790
German	50%	25%	25%	348
<b>Satisfaction with Discipline/Grievances/EEO Procedures *</b>				
Total Army for LN Positions	34%	43%	23%	1,671
German	48%	33%	20%	327
<b>Satisfaction with Work Group</b>				
Total Army for LN Positions	65%	24%	10%	1,810
German	80%	12%	8%	343
<b>Satisfaction with Training and Development</b>				
Total Army for LN Positions	46%	28%	26%	1,785
German	52%	19%	29%	339

\* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Satisfaction with Fairness *</b>				
Total Army for LN Positions	45%	39%	16%	1,710
German	59%	29%	12%	321
<b>Satisfaction with Physical Conditions</b>				
Total Army for LN Positions	50%	27%	23%	1,825
German	60%	20%	20%	351
<b>Civilian Workplace Morale *</b>				
Total Army for LN Positions	49%	31%	20%	2,006
German	60%	21%	18%	357

\* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
<b>Your Organization *</b>				
Total Army for LN Positions	49%	32%	19%	2,001
German	62%	21%	17%	357
<b>Performance Culture</b>				
Total Army for LN Positions	51%	32%	17%	1,830
German	68%	18%	14%	342
<b>Strategic Planning *</b>				
Total Army for LN Positions	52%	31%	17%	1,803
German	65%	20%	15%	338
<b>Customer Satisfaction</b>				
Total Army for LN Positions	68%	25%	6%	1,745
German	81%	13%	6%	330

\* Composite includes reverse-scored items.

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Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	■ = Favorable	■ = Neutral	■ = Unfavorable	
<b>Diversity</b> Total Army for LN Positions German				1,821
				336

# Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N										
<p>1. My immediate supervisor is (do not consider team leaders):</p> <p><b>Total Army for LN Positions</b></p> <p>Military</p> <p>Civilian</p> <p><b>German</b></p> <p>Military</p> <p>Civilian</p>	<p>A horizontal bar chart with green bars. The bars represent the percentage of employees selecting a response for each category. The percentages are: Total Army for LN Positions Military (17%), Total Army for LN Positions Civilian (83%), German Military (14%), and German Civilian (86%).</p> <table border="1"> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Total Army for LN Positions - Military</td> <td>17%</td> </tr> <tr> <td>Total Army for LN Positions - Civilian</td> <td>83%</td> </tr> <tr> <td>German - Military</td> <td>14%</td> </tr> <tr> <td>German - Civilian</td> <td>86%</td> </tr> </tbody> </table>	Category	Percentage	Total Army for LN Positions - Military	17%	Total Army for LN Positions - Civilian	83%	German - Military	14%	German - Civilian	86%	<p>347</p> <p>1,638</p> <p>49</p> <p>304</p>
Category	Percentage											
Total Army for LN Positions - Military	17%											
Total Army for LN Positions - Civilian	83%											
German - Military	14%											
German - Civilian	86%											

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Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
<b>Satisfaction with Civilian Personnel Service</b>											
	<b>Total Army for LN Positions</b>	45%	37%	18%	11	34	37	12	6	3.29	0.79
<b>German</b>	61%	25%	13%	22	40	25	10	4	3.62	0.81	356
2. The personnel office treats people courteously.											
	<b>Total Army for LN Positions</b>	54%	32%	14%	16	39	32	9	5	3.52	1.01
<b>German</b>	79%	14%	7%	35	44	14	5	2	4.06	0.92	332
3. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.											
	<b>Total Army for LN Positions</b>	55%	26%	20%	12	43	26	13	7	3.41	1.07
<b>German</b>	52%	23%	25%	17	36	23	15	10	3.34	1.21	340
4. If my supervisor can't help me with an employment matter, I can get information or help from the personnel office.											
	<b>Total Army for LN Positions</b>	56%	29%	15%	14	42	29	9	6	3.50	1.03
<b>German</b>	71%	20%	9%	30	41	20	8	1	3.91	0.96	329

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
5. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.											
<b>Total Army for LN Positions</b>	<b>50%</b>	<b>30%</b>	<b>20%</b>	13	37	30	13	7	3.36	1.09	1,756
<b>German</b>	<b>65%</b>	<b>22%</b>	<b>13%</b>	28	37	22	10	3	3.77	1.07	334
6. The staff of the personnel office acts with integrity.											
<b>Total Army for LN Positions</b>	<b>48%</b>	<b>36%</b>	<b>17%</b>	14	34	36	10	7	3.39	1.06	1,695
<b>German</b>	<b>67%</b>	<b>24%</b>	<b>9%</b>	32	35	24	7	2	3.88	1.01	309
7. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).											
<b>Total Army for LN Positions</b>	<b>51%</b>	<b>34%</b>	<b>15%</b>	13	38	34	10	5	3.44	1.01	1,858
<b>German</b>	<b>68%</b>	<b>23%</b>	<b>9%</b>	24	44	23	6	3	3.79	0.98	317
8. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance appraisal.											
<b>Total Army for LN Positions</b>	<b>36%</b>	<b>45%</b>	<b>19%</b>	7	29	45	12	7	3.17	0.97	1,520
<b>German</b>	<b>57%</b>	<b>33%</b>	<b>10%</b>	15	42	33	9	1	3.62	0.88	228

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
9. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.	<b>Total Army for LN Positions</b>	42%	41%	17%								
	<b>German</b>	66%	25%	9%								
10. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.	<b>Total Army for LN Positions</b>	38%	41%	21%								
	<b>German</b>	43%	33%	23%								
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job and promotion information.	<b>Total Army for LN Positions</b>	34%	42%	24%								
	<b>German</b>	42%	34%	24%								
12. Overall, the quality of service given by the personnel office is:	<b>Total Army for LN Positions</b>	39%	42%	19%								
	<b>German</b>	62%	28%	10%								

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
13. Overall, the timeliness of service given by the personnel office is:									
<b>Total Army for LN Positions</b>	  	7	29	44	14	6	3.15	0.96	1,812
<b>German</b>	  	15	44	29	10	3	3.58	0.96	315

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Satisfaction with Job*</b>									
<b>Total Army for LN Positions</b>		24	37	26	10	4	3.66	0.83	1,994
<b>German</b>		44	36	12	7	2	4.13	0.79	357
14. My job makes good use of my abilities.									
<b>Total Army for LN Positions</b>		20	45	24	8	3	3.69	0.99	1,961
<b>German</b>		35	47	9	6	3	4.05	0.96	356
15. I frequently think about quitting my job.*									
<b>Total Army for LN Positions</b>		34	26	23	12	5	3.72	1.18	1,886
<b>German</b>		56	21	12	10	1	4.22	1.05	336
16. I find my work challenging.									
<b>Total Army for LN Positions</b>		16	36	31	11	5	3.47	1.05	1,971
<b>German</b>		34	40	16	7	3	3.95	1.02	357
17. I am often bored with my job.*									
<b>Total Army for LN Positions</b>		29	30	27	11	3	3.70	1.09	1,923
<b>German</b>		54	28	11	6	1	4.27	0.96	343

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

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
18. All in all, I am satisfied with my job.									
<b>Total Army for LN Positions</b>		21	45	23	7	4	3.73	0.99	1,976
<b>German</b>		41	44	10	4	1	4.18	0.88	356

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
<b>Satisfaction with Career</b>										
	<b>Total Army for LN Positions</b>		12	34	42	7	4	3.42	0.89	1,681
	<b>German</b>		17	38	26	10	9	3.46	1.07	344
19. I would recommend that others pursue a career as a civilian with the Federal Government.										
	<b>Total Army for LN Positions</b>		13	35	41	6	4	3.48	0.93	1,591
	<b>German</b>		20	39	24	10	7	3.56	1.13	336
20. I would recommend that others pursue a career as a civilian with the Army.										
	<b>Total Army for LN Positions</b>		12	33	44	8	4	3.40	0.94	1,607
	<b>German</b>		16	39	28	9	8	3.47	1.11	332
21. I would recommend that others pursue a career as a civilian with this organization.										
	<b>Total Army for LN Positions</b>		11	35	41	8	6	3.37	0.97	1,652
	<b>German</b>		15	36	26	12	11	3.33	1.18	337

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
<b>Satisfaction with First Line Supervisor</b>	<b>Total Army for LN Positions</b>	53%	28%	20%	17	35	28	11	9	3.41	0.98	1,932
	<b>German</b>	64%	17%	19%	27	36	17	10	9	3.62	1.02	355
22. My supervisor clearly outlines the goals and priorities for my work.	<b>Total Army for LN Positions</b>	56%	24%	20%	16	40	24	13	7	3.45	1.12	1,896
	<b>German</b>	65%	16%	19%	24	40	16	11	8	3.62	1.19	346
23. My supervisor lets me know how well I am doing my work.	<b>Total Army for LN Positions</b>	49%	29%	22%	14	35	29	13	9	3.32	1.14	1,860
	<b>German</b>	64%	16%	20%	23	41	16	12	9	3.58	1.21	352
24. My supervisor keeps me informed about matters affecting my job and me.	<b>Total Army for LN Positions</b>	55%	25%	20%	15	40	25	12	8	3.43	1.11	1,879
	<b>German</b>	61%	17%	22%	23	38	17	15	7	3.56	1.20	350
25. My supervisor gives me the support and backing I need to do my job well.	<b>Total Army for LN Positions</b>	57%	25%	18%	19	38	25	10	8	3.50	1.14	1,901
	<b>German</b>	67%	17%	16%	31	36	17	9	7	3.75	1.19	351

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
26. My supervisor has a strong interest in the welfare of his/her employees.									
<b>Total Army for LN Positions</b>		16	27	35	12	10	3.27	1.16	1,762
<b>German</b>		29	34	21	7	8	3.69	1.20	344
27. My supervisor is competent in handling the technical parts of his/her job.									
<b>Total Army for LN Positions</b>		22	37	25	8	8	3.57	1.15	1,844
<b>German</b>		37	36	16	6	5	3.93	1.11	342
28. I feel free to go to my supervisor with questions or problems about my work.									
<b>Total Army for LN Positions</b>		25	41	19	7	7	3.71	1.13	1,895
<b>German</b>		38	43	10	5	5	4.03	1.06	352
29. My supervisor provides me with career counseling.									
<b>Total Army for LN Positions</b>		9	23	38	15	14	2.97	1.15	1,686
<b>German</b>		12	20	28	18	22	2.82	1.31	320

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

Item Detail				Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
<b>Satisfaction with Management</b>											
<b>Total Army for LN Positions</b>	44%	35%	21%	11	33	35	13	8	3.25	0.95	1,617
<b>German</b>	53%	27%	20%	16	37	27	13	7	3.40	0.94	345
30. Management is competent.											
<b>Total Army for LN Positions</b>	47%	35%	19%	12	35	35	11	7	3.33	1.06	1,534
<b>German</b>	58%	27%	16%	18	39	27	11	5	3.55	1.06	332
31. Management treats employees with respect and consideration.											
<b>Total Army for LN Positions</b>	50%	32%	18%	14	36	32	11	7	3.38	1.08	1,575
<b>German</b>	63%	23%	14%	22	41	23	9	5	3.65	1.08	337
32. Management makes timely decisions.											
<b>Total Army for LN Positions</b>	38%	40%	21%	10	29	40	14	7	3.19	1.03	1,526
<b>German</b>	46%	33%	20%	13	33	33	14	6	3.33	1.07	324
33. Management rewards employees who show initiative and innovation.											
<b>Total Army for LN Positions</b>	39%	34%	27%	10	29	34	16	11	3.10	1.13	1,493
<b>German</b>	49%	23%	28%	15	35	23	18	10	3.27	1.20	320

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
34. Management keeps employees informed.									
<b>Total Army for LN Positions</b>	 44%  34%  22%	10	35	34	14	8	3.24	1.07	1,570
<b>German</b>	 49%  28%  23%	12	37	28	14	9	3.28	1.13	335

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Satisfaction with Job Placement/Promotion System</b>									
<b>Total Army for LN Positions</b>		6	26	33	19	16	2.88	1.02	1,753
<b>German</b>		9	28	33	15	14	3.04	1.07	325
35. Employees at this installation/activity have an equal chance to compete for promotions.									
<b>Total Army for LN Positions</b>		8	31	28	17	15	2.99	1.19	1,690
<b>German</b>		12	27	30	16	15	3.06	1.23	317
36. When promotions are made at this installation/activity, the best-qualified people are selected.									
<b>Total Army for LN Positions</b>		5	22	35	20	18	2.77	1.13	1,627
<b>German</b>		8	26	36	15	16	2.95	1.16	302
37. Employees at this installation/activity are treated fairly with regard to job placements and promotions.									
<b>Total Army for LN Positions</b>		6	28	34	17	15	2.95	1.13	1,657
<b>German</b>		8	29	35	14	13	3.07	1.13	306

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
38. I am satisfied with the processes used to fill vacancies at this installation/activity.									
<b>Total Army for LN Positions</b>		5	24	34	21	16	2.79	1.12	1,642
<b>German</b>		8	30	33	16	13	3.03	1.14	306

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

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
<b>Satisfaction with Awards and Recognition</b>											
	<b>Total Army for LN Positions</b>	41%	32%	28%	9	31	32	16	12	3.10	1.03
<b>German</b>	50%	25%	25%	13	36	25	14	11	3.27	1.06	348
39. When I do a good job, it is recognized.											
	<b>Total Army for LN Positions</b>	47%	29%	24%	12	35	29	14	11	3.24	1.15
<b>German</b>	64%	17%	18%	19	46	17	9	9	3.56	1.16	344
40. When awards are given in my workgroup, they go to the people who earned them.											
	<b>Total Army for LN Positions</b>	38%	34%	27%	8	30	34	16	11	3.08	1.11
<b>German</b>	45%	30%	25%	11	35	30	14	10	3.21	1.14	318
41. Employees at this installation/activity are treated fairly with regard to awards.											
	<b>Total Army for LN Positions</b>	39%	33%	28%	8	31	33	16	12	3.06	1.12
<b>German</b>	45%	30%	25%	11	34	30	17	8	3.22	1.11	320
42. If I perform my job especially well, I will receive an award.											
	<b>Total Army for LN Positions</b>	38%	31%	31%	10	28	31	18	14	3.02	1.18
<b>German</b>	43%	24%	33%	13	30	24	18	15	3.07	1.27	323

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Satisfaction with Discipline/Grievances- /EEO Procedures*</b>									
<b>Total Army for LN Positions</b>		7	27	43	14	8	3.10	0.86	1,671
<b>German</b>		12	36	33	13	6	3.33	0.92	327
43. If I filed a grievance, it would be held against me.*									
<b>Total Army for LN Positions</b>		7	17	45	21	10	2.89	1.02	1,422
<b>German</b>		10	26	35	20	9	3.09	1.10	269
44. Top management at this installation/activity actively supports the Equal Employment Opportunity Program.									
<b>Total Army for LN Positions</b>		8	29	47	10	6	3.22	0.95	1,405
<b>German</b>		13	34	37	11	5	3.40	1.00	287
45. Employees at this installation/activity are treated fairly with regard to discipline.									
<b>Total Army for LN Positions</b>		8	32	40	12	8	3.19	1.03	1,484
<b>German</b>		13	43	26	11	7	3.45	1.07	309

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
46. Employees at this installation/activity are treated fairly with regard to grievances and appeals.									
<b>Total Army for LN Positions</b>	  	6	30	41	14	9	3.10	1.02	1,445
<b>German</b>	  	10	40	33	10	6	3.38	1.01	278

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Satisfaction with Work Group</b>									
<b>Total Army for LN Positions</b>		21	45	24	7	4	3.72	0.90	1,810
<b>German</b>		32	48	12	5	3	4.00	0.81	343
47. The people I work with do a good job.									
<b>Total Army for LN Positions</b>		22	47	23	5	3	3.82	0.92	1,790
<b>German</b>		34	51	11	3	1	4.12	0.83	342
48. My work group is well run.									
<b>Total Army for LN Positions</b>		19	43	26	8	5	3.63	1.02	1,783
<b>German</b>		28	45	15	7	6	3.82	1.09	337
49. People in my work group work well together.									
<b>Total Army for LN Positions</b>		21	44	23	8	4	3.71	1.01	1,787
<b>German</b>		33	48	11	6	2	4.05	0.92	341

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

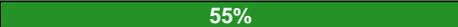
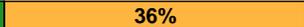
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
<b>Satisfaction with Training and Development</b>											
	<b>Total Army for LN Positions</b>	<b>46%</b>	<b>28%</b>	<b>26%</b>	12	34	28	15	11	3.19	1.03
<b>German</b>	<b>52%</b>	<b>19%</b>	<b>29%</b>	17	35	19	15	14	3.25	1.12	339
50. My supervisor and I discuss my training and development needs at least once a year.											
	<b>Total Army for LN Positions</b>	<b>39%</b>	<b>27%</b>	<b>34%</b>	11	29	27	19	15	3.02	1.22
<b>German</b>	<b>38%</b>	<b>18%</b>	<b>43%</b>	12	26	18	24	19	2.88	1.33	325
51. I receive the training I need to perform my job properly (e.g., on-the-job training, classroom instruction, conferences, workshops).											
	<b>Total Army for LN Positions</b>	<b>48%</b>	<b>27%</b>	<b>24%</b>	12	37	27	14	10	3.26	1.14
<b>German</b>	<b>57%</b>	<b>18%</b>	<b>24%</b>	18	39	18	12	13	3.39	1.26	336
52. Management supports continued training and development.											
	<b>Total Army for LN Positions</b>	<b>49%</b>	<b>30%</b>	<b>21%</b>	13	36	30	12	9	3.32	1.12
<b>German</b>	<b>59%</b>	<b>21%</b>	<b>19%</b>	20	39	21	10	9	3.51	1.19	326

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Satisfaction with Fairness*</b>									
<b>Total Army for LN Positions</b>		15	29	39	11	5	3.39	0.79	1,710
<b>German</b>		24	35	29	9	3	3.70	0.78	321
53. Managers/supervisors deal effectively with reports of prejudice and discrimination.									
<b>Total Army for LN Positions</b>		7	34	37	12	9	3.18	1.05	1,463
<b>German</b>		11	36	34	14	5	3.33	1.02	264
54. If I complained of discrimination, it would be held against me.*									
<b>Total Army for LN Positions</b>		11	23	43	17	7	3.14	1.04	1,360
<b>German</b>		17	29	35	15	4	3.39	1.07	251
55. Non-minority employees often get preferential treatment over minority employees.*									
<b>Total Army for LN Positions</b>		17	25	43	11	4	3.40	1.03	1,217
<b>German</b>		29	37	29	4	2	3.87	0.93	264
56. Minority employees often get preferential treatment over non-minority employees.*									
<b>Total Army for LN Positions</b>		17	27	45	8	3	3.48	0.95	1,214
<b>German</b>		25	30	32	10	3	3.63	1.06	267

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
57. Male employees often get preferential treatment over female employees.*									
<b>Total Army for LN Positions</b>	<b>55%</b>  <b>36%</b>  <b>10%</b> 	22	33	36	7	2	3.65	0.97	1,493
<b>German</b>	<b>67%</b>  <b>24%</b>  <b>9%</b> 	29	38	24	6	3	3.84	1.00	296
58. Female employees often get preferential treatment over male employees.*									
<b>Total Army for LN Positions</b>	<b>50%</b>  <b>35%</b>  <b>15%</b> 	18	32	35	10	5	3.48	1.06	1,497
<b>German</b>	<b>69%</b>  <b>24%</b>  <b>7%</b> 	29	40	24	5	2	3.88	0.95	296

\* Item is phrased in a negative manner.

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
<b>Satisfaction with Physical Conditions</b>											
	<b>Total Army for LN Positions</b>	<b>50%</b>	<b>27%</b>	<b>23%</b>	10	40	27	14	9	3.28	0.92
<b>German</b>	<b>60%</b>	<b>20%</b>	<b>20%</b>	17	43	20	12	8	3.50	0.92	351
59. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.											
	<b>Total Army for LN Positions</b>	<b>54%</b>	<b>23%</b>	<b>23%</b>	13	41	23	14	9	3.35	1.14
<b>German</b>	<b>68%</b>	<b>16%</b>	<b>16%</b>	23	45	16	10	6	3.69	1.11	351
60. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).											
	<b>Total Army for LN Positions</b>	<b>43%</b>	<b>29%</b>	<b>28%</b>	9	34	29	17	12	3.11	1.15
<b>German</b>	<b>50%</b>	<b>20%</b>	<b>29%</b>	13	38	20	16	14	3.20	1.25	322
61. Employees are protected from health and safety hazards on the job.											
	<b>Total Army for LN Positions</b>	<b>53%</b>	<b>30%</b>	<b>17%</b>	10	44	30	11	6	3.40	1.00
<b>German</b>	<b>61%</b>	<b>24%</b>	<b>15%</b>	14	47	24	11	4	3.56	1.00	332

## Supplemental Item Detail

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

Item Detail				Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
<b>Your Organization*</b>											
<b>Total Army for LN Positions</b>	49% Favorable, 32% Neutral, 19% Unfavorable			10	39	32	13	6	3.34	0.67	2,001
<b>German</b>	62% Favorable, 21% Neutral, 17% Unfavorable			16	46	21	12	5	3.56	0.66	357
62. There is a good working relationship between civilian and military personnel.											
<b>Total Army for LN Positions</b>	62% Favorable, 27% Neutral, 11% Unfavorable			15	47	27	8	3	3.64	0.93	1,797
<b>German</b>	83% Favorable, 11% Neutral, 5% Unfavorable			30	53	11	5	0	4.08	0.80	328
63. There is a good working relationship between civilian/military personnel and contractors.											
<b>Total Army for LN Positions</b>	55% Favorable, 35% Neutral, 9% Unfavorable			10	46	35	6	3	3.53	0.86	1,597
<b>German</b>	80% Favorable, 18% Neutral, 2% Unfavorable			20	60	18	2	0	3.97	0.70	267
64. Civilians are made to feel that they are an important part of the Army team.											
<b>Total Army for LN Positions</b>	65% Favorable, 27% Neutral, 9% Unfavorable			17	48	27	6	3	3.70	0.90	1,868
<b>German</b>	69% Favorable, 20% Neutral, 11% Unfavorable			21	49	20	8	3	3.77	0.96	345
65. Civilian supervisors are concerned about civilian employee job satisfaction.											
<b>Total Army for LN Positions</b>	50% Favorable, 34% Neutral, 15% Unfavorable			11	40	34	10	5	3.40	0.99	1,739
<b>German</b>	63% Favorable, 26% Neutral, 11% Unfavorable			19	45	26	8	3	3.68	0.97	333

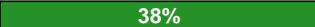
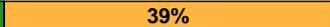
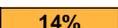
\* Composite includes reverse-scored items.

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

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N				
	5	4	3	2	1										
66. Military supervisors are concerned about civilian employee job satisfaction.															
<b>Total Army for LN Positions</b>	<b>49%</b>			<b>36%</b>		<b>15%</b>		10	39	36	10	5	3.38	0.97	1,558
<b>German</b>	<b>59%</b>			<b>27%</b>		<b>14%</b>		16	44	27	10	4	3.57	1.00	277
67. I am satisfied with the amount of involvement I have in decisions that affect my work.															
<b>Total Army for LN Positions</b>	<b>49%</b>			<b>35%</b>		<b>16%</b>		9	40	35	11	5	3.37	0.97	1,849
<b>German</b>	<b>66%</b>			<b>17%</b>		<b>18%</b>		18	48	17	13	5	3.61	1.07	351
68. My work productivity is reduced by unnecessary rules and regulations.*															
<b>Total Army for LN Positions</b>	<b>33%</b>			<b>39%</b>		<b>28%</b>		8	25	39	21	7	3.06	1.02	1,782
<b>German</b>	<b>42%</b>			<b>24%</b>		<b>34%</b>		8	34	24	26	8	3.07	1.12	340
69. There is good communication between work groups/work units in my organization.															
<b>Total Army for LN Positions</b>	<b>50%</b>			<b>30%</b>		<b>20%</b>		9	41	30	14	6	3.33	1.02	1,898
<b>German</b>	<b>65%</b>			<b>20%</b>		<b>15%</b>		12	52	20	11	4	3.58	0.98	346
70. I feel my job is secure.															
<b>Total Army for LN Positions</b>	<b>41%</b>			<b>28%</b>		<b>30%</b>		8	33	28	18	12	3.07	1.16	1,887
<b>German</b>	<b>29%</b>			<b>25%</b>		<b>46%</b>		6	23	25	24	23	2.66	1.23	327

\* Item is phrased in a negative manner.

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
71. My organization encourages creative solutions and new practices/ways of doing business.									
<b>Total Army for LN Positions</b>	<b>38%</b>  <b>39%</b>  <b>24%</b> 	7	30	39	17	7	3.14	1.01	1,801
<b>German</b>	<b>47%</b>  <b>28%</b>  <b>25%</b> 	12	35	28	17	8	3.26	1.11	330
72. The amount of work I am expected to do is reasonable.									
<b>Total Army for LN Positions</b>	<b>54%</b>  <b>30%</b>  <b>16%</b> 	9	46	30	12	5	3.42	0.96	1,932
<b>German</b>	<b>78%</b>  <b>12%</b>  <b>10%</b> 	15	63	12	8	3	3.81	0.88	352
73. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.									
<b>Total Army for LN Positions</b>	<b>44%</b>  <b>25%</b>  <b>31%</b> 	8	36	25	20	11	3.09	1.15	1,896
<b>German</b>	<b>70%</b>  <b>14%</b>  <b>16%</b> 	15	55	14	11	5	3.64	1.03	346
74. Compared to other organizations, how would you rate your organization as a place to work?									
<b>Total Army for LN Positions</b>	<b>48%</b>  <b>36%</b>  <b>16%</b> 	15	32	36	12	4	3.43	1.02	1,786
<b>German</b>	<b>55%</b>  <b>36%</b>  <b>9%</b> 	20	35	36	6	3	3.63	0.96	344

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

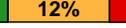
Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
<b>Performance Culture</b>												
75. Corrective actions are taken when employees do not meet performance standards.	Total Army for LN Positions	51% Favorable, 32% Neutral, 17% Unfavorable			10	40	32	11	6	3.40	0.77	1,830
	German	68% Favorable, 18% Neutral, 14% Unfavorable			17	51	18	10	4	3.71	0.71	342
76. My performance appraisal is a fair reflection of my performance.	Total Army for LN Positions	27% Favorable, 40% Neutral, 33% Unfavorable			3	24	40	20	13	2.85	1.03	1,495
	German	41% Favorable, 29% Neutral, 30% Unfavorable			6	36	29	20	9	3.08	1.07	290
77. I know what is expected of me on the job.	Total Army for LN Positions	45% Favorable, 40% Neutral, 16% Unfavorable			8	37	40	10	6	3.31	0.96	1,547
	German	66% Favorable, 22% Neutral, 12% Unfavorable			15	51	22	10	2	3.66	0.93	323
	Total Army for LN Positions	76% Favorable, 19% Neutral, 5% Unfavorable			19	57	19	3	2	3.88	0.81	1,771
	German	93% Favorable, 6% Neutral, 1% Unfavorable			30	62	6	1	0	4.22	0.61	342

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Strategic Planning*</b>									
<b>Total Army for LN Positions</b>	52%	31%	17%						
<b>German</b>	65%	20%	15%						
78. Managers communicate the organization's strategic mission, vision, and priorities.									
<b>Total Army for LN Positions</b>	47%	33%	19%						
<b>German</b>	61%	25%	14%						
79. Productivity in my work group/work unit is hurt by a lack of planning.*									
<b>Total Army for LN Positions</b>	37%	36%	26%						
<b>German</b>	47%	23%	30%						
80. I know how my work relates to my organization's mission and goals.									
<b>Total Army for LN Positions</b>	71%	25%	5%						
<b>German</b>	86%	12%							

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Customer Satisfaction</b>									
<b>Total Army for LN Positions</b>	68%  25%  6% 	22	46	25	5	2	3.83	0.69	1,745
<b>German</b>	81%  13%  6% 	32	49	13	4	1	4.07	0.62	330
81. I clearly understand who my customer(s) is/are.									
<b>Total Army for LN Positions</b>	85%  13%  2% 	35	49	13	2	1	4.17	0.76	1,732
<b>German</b>	96%  4% 	51	46	2	1	0	4.45	0.63	328
82. Products and services in my work group/work unit are improved based on customer input.									
<b>Total Army for LN Positions</b>	55%  34%  11% 	13	43	34	8	3	3.55	0.92	1,597
<b>German</b>	60%  27%  13% 	14	46	27	10	3	3.58	0.97	290
83. Customers are satisfied with the products and services my work group/work unit provides.									
<b>Total Army for LN Positions</b>	64%  30%  6% 	17	47	30	5	1	3.73	0.84	1,573
<b>German</b>	85%  12%  3% 	30	55	12	3	1	4.11	0.75	306

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Diversity</b>									
<b>Total Army for LN Positions</b>	<b>64%</b>  <b>24%</b>  <b>12%</b> 	21	43	24	7	5	3.69	0.89	1,821
<b>German</b>	<b>78%</b>  <b>15%</b>  <b>7%</b>	34	44	15	5	3	4.00	0.89	336
84. Managers/supervisors/team leaders work well with employees of different backgrounds.									
<b>Total Army for LN Positions</b>	<b>57%</b>  <b>28%</b>  <b>14%</b> 	14	44	28	8	6	3.51	1.03	1,736
<b>German</b>	<b>76%</b>  <b>15%</b>  <b>9%</b>	29	47	15	5	3	3.93	0.98	331
85. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.									
<b>Total Army for LN Positions</b>	<b>71%</b>  <b>20%</b>  <b>9%</b>	28	43	20	6	3	3.87	0.99	1,766
<b>German</b>	<b>80%</b>  <b>14%</b>  <b>6%</b>	38	42	14	4	2	4.10	0.92	327

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<b>Harassment</b>		
86. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?		
<b>Total Army for LN Positions</b>		
Yes	10%	207
No	90%	1,786
<b>German</b>		
Yes	4%	15
No	96%	341
87. If you were harassed, did you report the incident?		
<b>Total Army for LN Positions</b>		
Yes	24%	141
No	76%	446
<b>German</b>		
Yes	20%	19
No	80%	74
88. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)		
<b>Total Army for LN Positions</b>		
Yes	17%	75
No	25%	113
Don't Know	58%	256
<b>German</b>		
Yes	14%	10
No	40%	29
Don't Know	47%	34

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<b>Army Knowledge Online (AKO)</b>		
89. How frequently do you access Army Knowledge Online (AKO)?		
<b>Total Army for LN Positions</b>		
Once a month or less often	19%	372
2–3 times a month	6%	123
1–2 times a week	6%	117
3–4 times a week	3%	57
Almost every day	6%	114
Does not apply – I do not access AKO	60%	1,174
<b>German</b>		
Once a month or less often	20%	70
2–3 times a month	10%	36
1–2 times a week	13%	47
3–4 times a week	3%	9
Almost every day	9%	30
Does not apply – I do not access AKO	45%	157
90. How easy or difficult is it for you to navigate the AKO web site?		
<b>Total Army for LN Positions</b>		
Very difficult	1%	16
Difficult	5%	58
Neither easy nor difficult	26%	289
Easy	19%	213
Very easy	6%	69
Not sure – I do not use AKO very often	43%	484
<b>German</b>		
Very difficult	0%	1
Difficult	5%	12
Neither easy nor difficult	26%	61
Easy	32%	77
Very easy	8%	19
Not sure – I do not use AKO very often	29%	69

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
91. Have you arranged to have your AKO emails forwarded?  <b>Total Army for LN Positions</b> No No, I did not know I could do that Yes, to my home or personal email address Yes, to my work site email address  <b>German</b> No No, I did not know I could do that Yes, to my home or personal email address Yes, to my work site email address	<p>The chart displays the following data points:</p> <ul style="list-style-type: none"> <li><b>Total Army for LN Positions:</b> <ul style="list-style-type: none"> <li>No: 39%</li> <li>No, I did not know I could do that: 24%</li> <li>Yes, to my home or personal email address: 0%</li> <li>Yes, to my work site email address: 37%</li> </ul> </li> <li><b>German:</b> <ul style="list-style-type: none"> <li>No: 14%</li> <li>No, I did not know I could do that: 27%</li> <li>Yes, to my home or personal email address: 0%</li> <li>Yes, to my work site email address: 58%</li> </ul> </li> </ul>	<p align="right">427 268 4 407  33 64 1 137</p>

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Army Civilian Personnel OnLine (CPOL) Applications</b>									
92. I find the information in PERMISS (Personnel Management and Information Support System) section of CPOL useful.									
<b>Total Army for LN Positions</b>		11	37	44	5	3	3.47	0.87	1,010
<b>German</b>		13	56	28	2	1	3.79	0.72	166
93. The Vacancy Announcement section of CPOL is useful.									
<b>Total Army for LN Positions</b>		16	45	32	4	3	3.66	0.89	1,170
<b>German</b>		25	61	12	2	1	4.07	0.71	246
94. The Resume Builder tool is easy to use.									
<b>Total Army for LN Positions</b>		6	27	55	8	4	3.23	0.82	759
<b>German</b>		4	39	50	3	4	3.37	0.78	104
95. It is easy to apply for jobs being filled through RESUMIX.									
<b>Total Army for LN Positions</b>		5	23	57	10	5	3.13	0.83	765
<b>German</b>		3	39	45	9	4	3.28	0.84	116

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
<b>Family Friendly Flexibilities (Importance)</b>										
96a. How important is telework/telecommuting to you?										
<b>Total Army for LN Positions</b>		38	9	17	25	11	3.37	1.46	1,915	
<b>German</b>		20	8	22	28	22	2.75	1.41	328	
97a. How important are alternative work schedules to you?										
<b>Total Army for LN Positions</b>		33	13	21	24	9	3.36	1.38	1,927	
<b>German</b>		6	21	33	23	17	2.77	1.15	347	
98a. How important are child care subsidies to you?										
<b>Total Army for LN Positions</b>		33	30	18	12	6	3.73	1.21	1,925	
<b>German</b>		43	13	18	9	17	3.56	1.51	344	
99a. How important are employee assistance programs to you?										
<b>Total Army for LN Positions</b>		13	24	27	27	9	3.07	1.18	1,883	
<b>German</b>		9	14	36	27	14	2.77	1.13	339	
100a. How important are health and wellness programs to you?										
<b>Total Army for LN Positions</b>		4	35	32	22	6	3.10	0.99	1,924	
<b>German</b>		3	21	34	30	13	2.70	1.02	345	

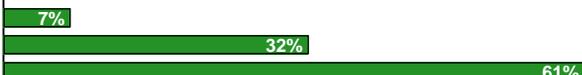
**Civilian Employees – FY03  
Results by Language: German for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
101a. How important are support groups to you?									
<b>Total Army for LN Positions</b>		16	15	22	34	13	2.88	1.28	1,841
<b>German</b>		17	6	25	26	27	2.61	1.38	345
102a. How important are elder care programs to you?									
<b>Total Army for LN Positions</b>		13	27	27	25	9	3.11	1.17	1,855
<b>German</b>		5	18	39	27	11	2.79	1.03	345

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N		
<p><b>Family Friendly Flexibilities (Availability)</b></p> <p>96b. Is telework/telecommuting available to you?  <b>Total Army for LN Positions</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p><b>German</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p>97b. Are alternative work schedules available to you?  <b>Total Army for LN Positions</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p><b>German</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p>98b. Are child care subsidies available to you?  <b>Total Army for LN Positions</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p> <p><b>German</b></p> <p>Yes</p> <p>No</p> <p>Don't Know</p>	<p>The chart displays three main categories of family-friendly flexibilities. For each category, it shows the percentage of 'Total Army for LN Positions' and 'German' employees who responded 'Yes', 'No', or 'Don't Know'. The bars are green with white percentage labels. The 'Valid N' column on the right indicates the number of employees who provided a response for each category.</p>	<p>300</p> <p>949</p> <p>672</p> <p>35</p> <p>154</p> <p>156</p> <p>613</p> <p>916</p> <p>384</p> <p>193</p> <p>88</p> <p>67</p> <p>216</p> <p>1,125</p> <p>563</p> <p>19</p> <p>198</p> <p>123</p>		
			16%	
			49%	
			35%	
			10%	
			45%	
			45%	
			32%	
			48%	
			20%	
			55%	
			25%	
			19%	
			11%	
			59%	
30%				
6%				
58%				
36%				

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
99b. Are employee assistance programs available to you? <b>Total Army for LN Positions</b>		209 780 906
99b. Are employee assistance programs available to you? <b>German</b>		38 105 202
100b. Are health and wellness programs available to you? <b>Total Army for LN Positions</b>		664 676 565
100b. Are health and wellness programs available to you? <b>German</b>		129 118 101
101b. Are support groups available to you? <b>Total Army for LN Positions</b>		186 665 998
101b. Are support groups available to you? <b>German</b>		23 113 212

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
102b. Are elder care programs available to you? <b>Total Army for LN Positions</b>	<p>A horizontal bar chart with green bars. The y-axis lists responses: Yes, No, and Don't Know. The x-axis represents the percentage of employees. The bars are labeled with their respective percentages: Yes (4%), No (49%), and Don't Know (47%).</p>	75 910 888
<b>German</b>	<p>A horizontal bar chart with green bars. The y-axis lists responses: Yes, No, and Don't Know. The x-axis represents the percentage of employees. The bars are labeled with their respective percentages: Yes (4%), No (35%), and Don't Know (61%).</p>	14 120 213

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Career/Retirement Plans</b>  103. I am willing to relocate geographically for a promotion.									
<b>Total Army for LN Positions</b>		13	24	32	18	13	3.05	1.21	1,690
<b>German</b>		7	19	25	29	20	2.64	1.20	319

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
104. Select the response that best matches your career plans: <p align="center"><b>Total Army for LN Positions</b></p> I intend to look for other employment outside of the Army. 4% I intend to look for other employment within the Army. 21% I intend to stay in my current organization. 74% <p align="center"><b>German</b></p> I intend to look for other employment outside of the Army. 1% I intend to look for other employment within the Army. 14% I intend to stay in my current organization. 85%		88 418 1,468 5 49 299
105. How long do you expect to continue working for your organization? <p align="center"><b>Total Army for LN Positions</b></p> More than 5 years 71% 4–5 years 9% 1–3 years 16% Less than 1 year 4% <p align="center"><b>German</b></p> More than 5 years 85% 4–5 years 6% 1–3 years 7% Less than 1 year 1%		1,404 168 319 77 299 22 26 4

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>106. Select the response that best matches your retirement plans:</p> <p><b>Total Army for LN Positions</b></p> <p>I plan to leave before retirement. 4%</p> <p>I am undecided about staying beyond my retirement eligibility date. 31%</p> <p>I plan to stay beyond my retirement eligibility date. 21%</p> <p>I would take an early out, if offered. 18%</p> <p>I plan to retire as soon as eligible. 26%</p> <p><b>German</b></p> <p>I plan to leave before retirement. 3%</p> <p>I am undecided about staying beyond my retirement eligibility date. 9%</p> <p>I plan to stay beyond my retirement eligibility date. 5%</p> <p>I would take an early out, if offered. 50%</p> <p>I plan to retire as soon as eligible. 32%</p>		<p>75</p> <p>609</p> <p>407</p> <p>351</p> <p>510</p> <p>11</p> <p>33</p> <p>17</p> <p>176</p> <p>114</p>
<p>107. I plan to retire in:</p> <p><b>Total Army for LN Positions</b></p> <p>More than 5 years 88%</p> <p>4–5 years 5%</p> <p>1–3 years 5%</p> <p>Less than 1 year 2%</p> <p><b>German</b></p> <p>More than 5 years 87%</p> <p>4–5 years 9%</p> <p>1–3 years 3%</p> <p>Less than 1 year 1%</p>		<p>1,649</p> <p>97</p> <p>89</p> <p>34</p> <p>292</p> <p>29</p> <p>11</p> <p>4</p>

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<b>Feedback on Survey Results</b>		
108. I have seen my command or installation results from the last Army Civilian Attitude Survey (2001).		
<b>Total Army for LN Positions</b>		
Yes	7%	139
No	59%	1,154
Don't Know	33%	649
<b>German</b>		
Yes	10%	34
No	81%	281
Don't Know	9%	32
109. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).		
<b>Total Army for LN Positions</b>		
Yes	4%	73
No	14%	279
Don't Know	82%	1,591
<b>German</b>		
Yes	3%	11
No	14%	48
Don't Know	83%	289