

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

Table of Contents

About This Report.....1
Ten Most Favorable/Unfavorable Items7
Composite Summary10
Item Detail16
Supplemental Item Detail39

About This Report

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

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.

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

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

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

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

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

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

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

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

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

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.

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

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:

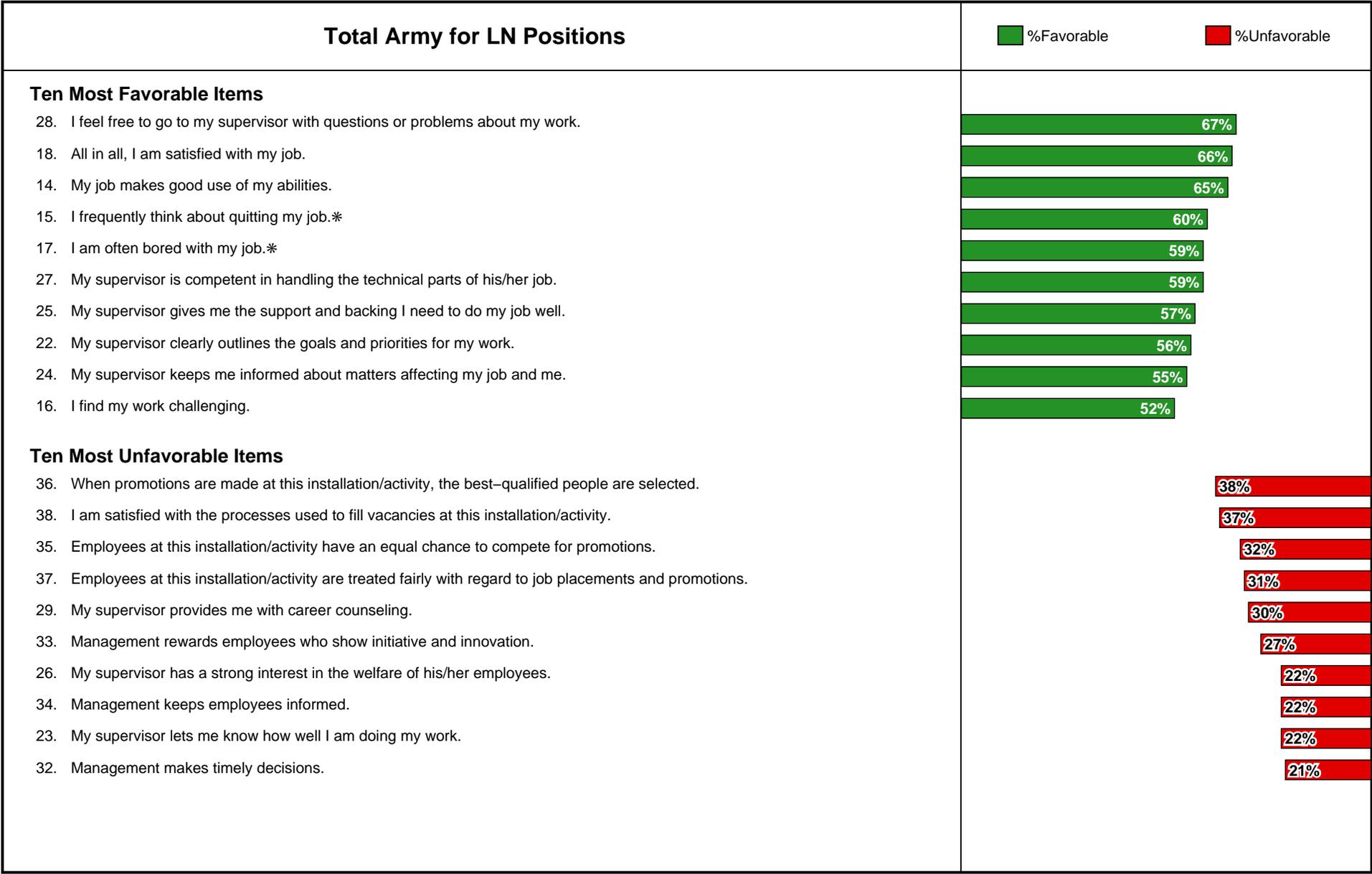
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are first-line supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small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

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

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

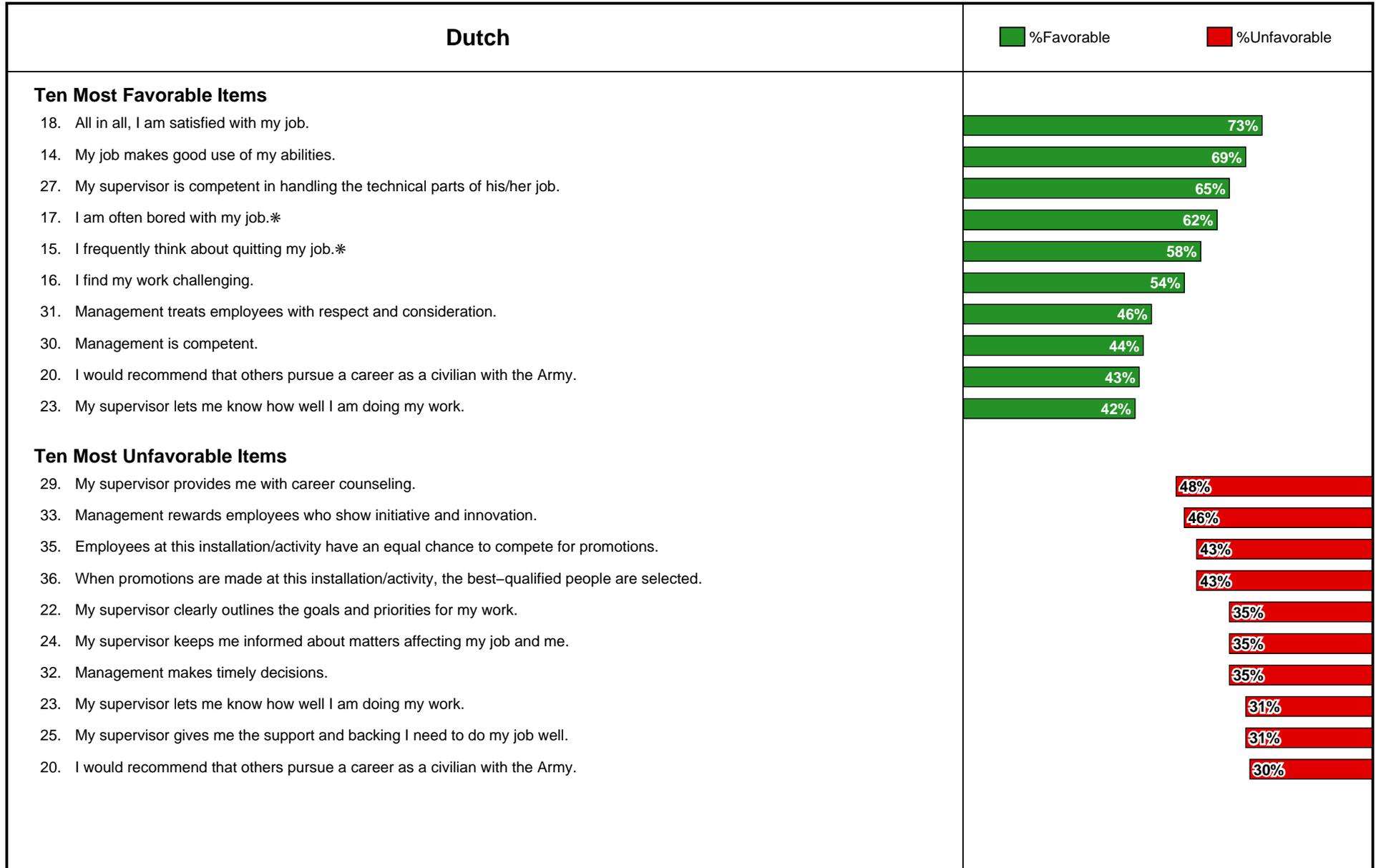
Ten Most Favorable/Unfavorable Items

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



* Item is phrased in a negative manner.

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



* Item is phrased in a negative manner.

Composite Summary

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Civilian Personnel Service				
Total Army for LN Positions	45%	37%	18%	1,992
Dutch	62%	29%	9%	26
Satisfaction with Job *				
Total Army for LN Positions	60%	26%	14%	1,994
Dutch	63%	22%	15%	26
Satisfaction with Career				
Total Army for LN Positions	46%	42%	12%	1,681
Dutch	38%	37%	25%	26
Satisfaction with First Line Supervisor				
Total Army for LN Positions	53%	28%	20%	1,932
Dutch	38%	33%	29%	26
Satisfaction with Management				
Total Army for LN Positions	44%	35%	21%	1,617
Dutch	37%	32%	32%	26

* Composite includes reverse-scored items.

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Job Placement/Promotion System				
	Total Army for LN Positions	32%	33%	35%
Dutch	20%	44%	36%	25
Satisfaction with Awards and Recognition				
	Total Army for LN Positions	41%	32%	28%
Dutch	33%	30%	36%	26
Satisfaction with Discipline/Grievances/EEO Procedures *				
	Total Army for LN Positions	34%	43%	23%
Dutch	30%	46%	23%	21
Satisfaction with Work Group				
	Total Army for LN Positions	65%	24%	10%
Dutch	57%	33%	9%	26
Satisfaction with Training and Development				
	Total Army for LN Positions	46%	28%	26%
Dutch	41%	17%	41%	25

* Composite includes reverse-scored items.

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Satisfaction with Fairness *				
Total Army for LN Positions	45%	39%	16%	1,710
Dutch	75%	20%	5%	25
Satisfaction with Physical Conditions				
Total Army for LN Positions	50%	27%	23%	1,825
Dutch	60%	19%	21%	26
Civilian Workplace Morale *				
Total Army for LN Positions	49%	31%	20%	2,006
Dutch	40%	33%	27%	26

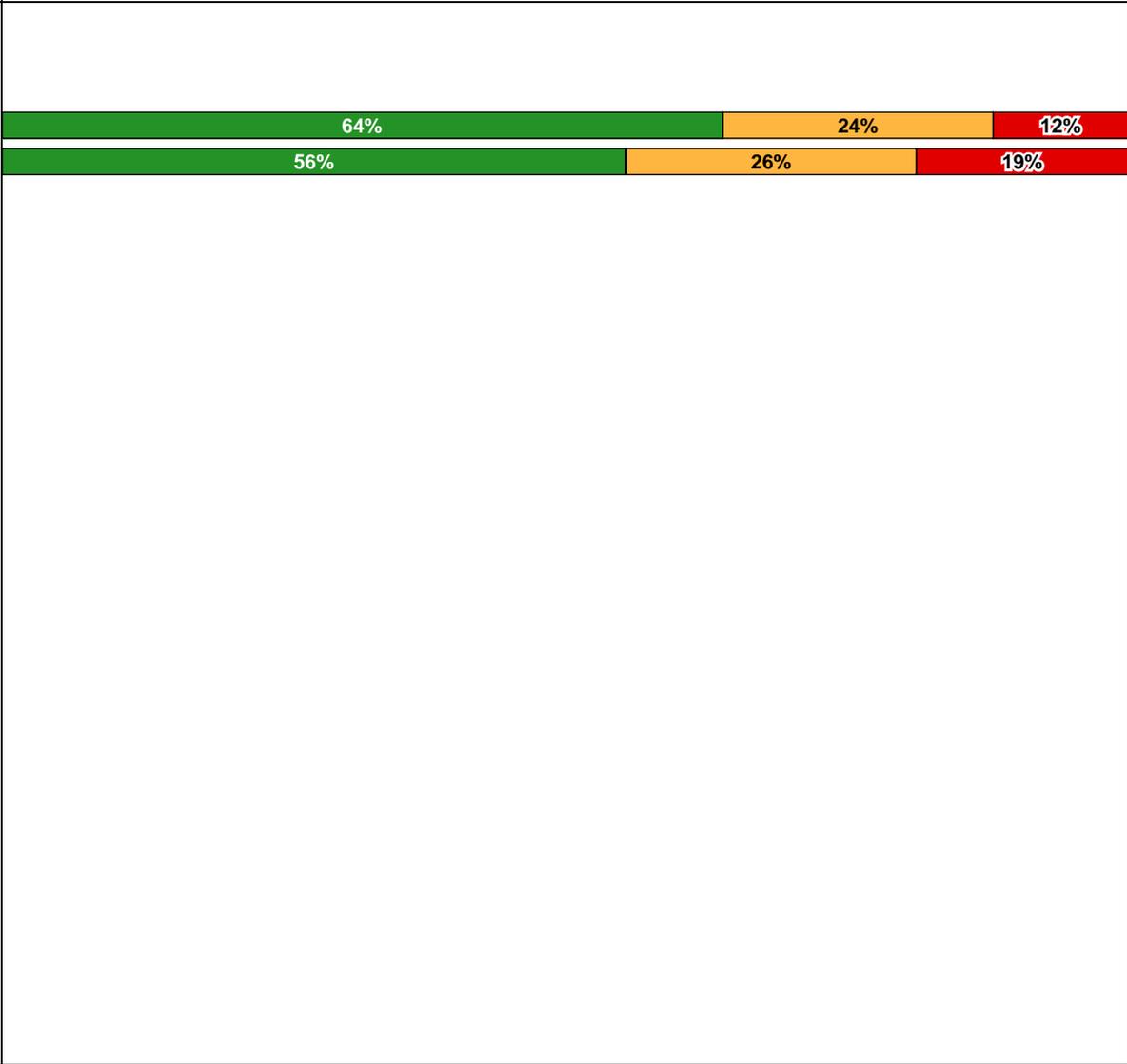
* Composite includes reverse-scored items.

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable	
Your Organization *				
Total Army for LN Positions	49%	32%	19%	2,001
Dutch	50%	32%	18%	26
Performance Culture				
Total Army for LN Positions	51%	32%	17%	1,830
Dutch	58%	17%	25%	24
Strategic Planning *				
Total Army for LN Positions	52%	31%	17%	1,803
Dutch	57%	28%	15%	23
Customer Satisfaction				
Total Army for LN Positions	68%	25%	6%	1,745
Dutch	77%	18%	5%	23

* Composite includes reverse-scored items.

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

Composite Summary	PERCENT OF RESPONDENTS			Number of Respondents												
	■ = Favorable	■ = Neutral	■ = Unfavorable													
Diversity Total Army for LN Positions Dutch	 <table border="1" data-bbox="571 380 1755 1498"> <thead> <tr> <th>Category</th> <th>Favorable (%)</th> <th>Neutral (%)</th> <th>Unfavorable (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army for LN Positions</td> <td>64%</td> <td>24%</td> <td>12%</td> </tr> <tr> <td>Dutch</td> <td>56%</td> <td>26%</td> <td>19%</td> </tr> </tbody> </table>			Category	Favorable (%)	Neutral (%)	Unfavorable (%)	Total Army for LN Positions	64%	24%	12%	Dutch	56%	26%	19%	1,821 24
Category	Favorable (%)	Neutral (%)	Unfavorable (%)													
Total Army for LN Positions	64%	24%	12%													
Dutch	56%	26%	19%													

Item Detail

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N				
<p>1. My immediate supervisor is (do not consider team leaders):</p> <p>Total Army for LN Positions</p>	<table border="1"> <tr> <td>Military</td> <td>17%</td> </tr> <tr> <td>Civilian</td> <td>83%</td> </tr> </table>	Military	17%	Civilian	83%	<p>347</p> <p>1,638</p>
Military	17%					
Civilian	83%					
<p>Dutch</p>	<table border="1"> <tr> <td>Military</td> <td>4%</td> </tr> <tr> <td>Civilian</td> <td>96%</td> </tr> </table>	Military	4%	Civilian	96%	<p>1</p> <p>25</p>
Military	4%					
Civilian	96%					

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Civilian Personnel Service									
	Total Army for LN Positions	45%	37%	18%					
	Dutch	62%	29%	9%					
2. The personnel office treats people courteously.									
	Total Army for LN Positions	54%	32%	14%					
	Dutch	77%	23%						
3. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.									
	Total Army for LN Positions	55%	26%	20%					
	Dutch	69%	27%						
4. If my supervisor can't help me with an employment matter, I can get information or help from the personnel office.									
	Total Army for LN Positions	56%	29%	15%					
	Dutch	54%	27%	19%					

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
5. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.									
Total Army for LN Positions		13	37	30	13	7	3.36	1.09	1,756
Dutch		15	65	15	4	0	3.92	0.69	26
6. The staff of the personnel office acts with integrity.									
Total Army for LN Positions		14	34	36	10	7	3.39	1.06	1,695
Dutch		19	62	19	0	0	4.00	0.63	26
7. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).									
Total Army for LN Positions		13	38	34	10	5	3.44	1.01	1,858
Dutch		23	55	23	0	0	4.00	0.69	22
8. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance appraisal.									
Total Army for LN Positions		7	29	45	12	7	3.17	0.97	1,520
Dutch		5	32	53	5	5	3.26	0.87	19

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
9. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.	Total Army for LN Positions	42%	41%	17%	10	32	41	11	6	3.30	0.99	1,628
	Dutch	61%	30%	9%	13	48	30	9	0	3.65	0.83	23
10. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.	Total Army for LN Positions	38%	41%	21%	7	30	41	15	7	3.17	0.99	1,706
	Dutch	35%	43%	22%	4	30	43	17	4	3.13	0.92	23
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job and promotion information.	Total Army for LN Positions	34%	42%	24%	6	27	42	16	8	3.07	1.00	1,785
	Dutch	42%	33%	25%	4	38	33	17	8	3.13	1.03	24
12. Overall, the quality of service given by the personnel office is:	Total Army for LN Positions	39%	42%	19%	7	32	42	13	5	3.22	0.95	1,841
	Dutch	68%	28%		4	64	28	4	0	3.68	0.63	25

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
13. Overall, the timeliness of service given by the personnel office is:									
Total Army for LN Positions	 35%  44%  21%	7	29	44	14	6	3.15	0.96	1,812
Dutch	 54%  38%  8%	4	50	38	8	0	3.50	0.72	24

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N		
		5	4	3	2	1					
Satisfaction with Job*											
Total Army for LN Positions	60%	26%	14%	24	37	26	10	4	3.66	0.83	1,994
Dutch	63%	22%	15%	19	44	22	13	2	3.66	0.74	26
14. My job makes good use of my abilities.											
Total Army for LN Positions	65%	24%	12%	20	45	24	8	3	3.69	0.99	1,961
Dutch	69%	15%	15%	19	50	15	15	0	3.73	0.96	26
15. I frequently think about quitting my job.*											
Total Army for LN Positions	60%	23%	17%	34	26	23	12	5	3.72	1.18	1,886
Dutch	58%	31%	12%	27	31	31	12	0	3.73	1.00	26
16. I find my work challenging.											
Total Army for LN Positions	52%	31%	16%	16	36	31	11	5	3.47	1.05	1,971
Dutch	54%	19%	27%	4	50	19	19	8	3.23	1.07	26
17. I am often bored with my job.*											
Total Army for LN Positions	59%	27%	14%	29	30	27	11	3	3.70	1.09	1,923
Dutch	62%	27%	12%	31	31	27	12	0	3.81	1.02	26

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
18. All in all, I am satisfied with my job.									
Total Army for LN Positions	66%  23%  11% 	21	45	23	7	4	3.73	0.99	1,976
Dutch	73%  19%  8% 	15	58	19	8	0	3.81	0.80	26

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
Satisfaction with Career	Total Army for LN Positions	46%	42%	12%						
	Dutch	38%	37%	25%						
19. I would recommend that others pursue a career as a civilian with the Federal Government.	Total Army for LN Positions	48%	41%	10%						
	Dutch	27%	45%	27%						
20. I would recommend that others pursue a career as a civilian with the Army.	Total Army for LN Positions	45%	44%	12%						
	Dutch	43%	26%	30%						
21. I would recommend that others pursue a career as a civilian with this organization.	Total Army for LN Positions	45%	41%	14%						
	Dutch	42%	38%	19%						

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N			
		5	4	3	2	1						
Satisfaction with First Line Supervisor	Total Army for LN Positions	53%	28%	20%	17	35	28	11	9	3.41	0.98	1,932
	Dutch	38%	33%	29%	6	32	33	18	10	3.06	0.85	26
22. My supervisor clearly outlines the goals and priorities for my work.	Total Army for LN Positions	56%	24%	20%	16	40	24	13	7	3.45	1.12	1,896
	Dutch	38%	27%	35%	0	38	27	31	4	3.00	0.94	26
23. My supervisor lets me know how well I am doing my work.	Total Army for LN Positions	49%	29%	22%	14	35	29	13	9	3.32	1.14	1,860
	Dutch	42%	27%	31%	4	38	27	19	12	3.04	1.11	26
24. My supervisor keeps me informed about matters affecting my job and me.	Total Army for LN Positions	55%	25%	20%	15	40	25	12	8	3.43	1.11	1,879
	Dutch	35%	31%	35%	4	31	31	23	12	2.92	1.09	26
25. My supervisor gives me the support and backing I need to do my job well.	Total Army for LN Positions	57%	25%	18%	19	38	25	10	8	3.50	1.14	1,901
	Dutch	31%	38%	31%	8	23	38	19	12	2.96	1.11	26

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
26. My supervisor has a strong interest in the welfare of his/her employees.									
Total Army for LN Positions		16	27	35	12	10	3.27	1.16	1,762
Dutch		4	31	42	15	8	3.08	0.98	26
27. My supervisor is competent in handling the technical parts of his/her job.									
Total Army for LN Positions		22	37	25	8	8	3.57	1.15	1,844
Dutch		19	46	23	8	4	3.69	1.01	26
28. I feel free to go to my supervisor with questions or problems about my work.									
Total Army for LN Positions		25	41	19	7	7	3.71	1.13	1,895
Dutch		12	31	42	8	8	3.31	1.05	26
29. My supervisor provides me with career counseling.									
Total Army for LN Positions		9	23	38	15	14	2.97	1.15	1,686
Dutch		0	16	36	24	24	2.44	1.04	25

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Management									
Total Army for LN Positions		11	33	35	13	8	3.25	0.95	1,617
Dutch		6	31	32	26	6	3.08	0.88	26
30. Management is competent.									
Total Army for LN Positions		12	35	35	11	7	3.33	1.06	1,534
Dutch		8	36	28	20	8	3.16	1.11	25
31. Management treats employees with respect and consideration.									
Total Army for LN Positions		14	36	32	11	7	3.38	1.08	1,575
Dutch		8	38	27	23	4	3.23	1.03	26
32. Management makes timely decisions.									
Total Army for LN Positions		10	29	40	14	7	3.19	1.03	1,526
Dutch		4	26	35	30	4	2.96	0.98	23
33. Management rewards employees who show initiative and innovation.									
Total Army for LN Positions		10	29	34	16	11	3.10	1.13	1,493
Dutch		4	29	21	42	4	2.88	1.03	24

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
34. Management keeps employees informed.									
Total Army for LN Positions		10	35	34	14	8	3.24	1.07	1,570
Dutch		4	24	48	16	8	3.00	0.96	25

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

Item Detail				Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
Satisfaction with Job Placement/Promotion System											
Total Army for LN Positions				6	26	33	19	16	2.88	1.02	1,753
Dutch				0	20	44	26	10	2.74	0.84	25
35. Employees at this installation/activity have an equal chance to compete for promotions.											
Total Army for LN Positions				8	31	28	17	15	2.99	1.19	1,690
Dutch				0	22	35	30	13	2.65	0.98	23
36. When promotions are made at this installation/activity, the best-qualified people are selected.											
Total Army for LN Positions				5	22	35	20	18	2.77	1.13	1,627
Dutch				0	14	43	24	19	2.52	0.98	21
37. Employees at this installation/activity are treated fairly with regard to job placements and promotions.											
Total Army for LN Positions				6	28	34	17	15	2.95	1.13	1,657
Dutch				0	23	50	23	5	2.91	0.81	22

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
38. I am satisfied with the processes used to fill vacancies at this installation/activity.									
Total Army for LN Positions		5	24	34	21	16	2.79	1.12	1,642
Dutch		0	22	48	26	4	2.87	0.81	23

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

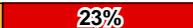
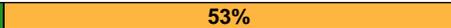
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Awards and Recognition									
Total Army for LN Positions		9	31	32	16	12	3.10	1.03	1,790
Dutch		7	26	30	27	9	2.95	0.96	26
39. When I do a good job, it is recognized.									
Total Army for LN Positions		12	35	29	14	11	3.24	1.15	1,750
Dutch		12	42	19	15	12	3.27	1.22	26
40. When awards are given in my workgroup, they go to the people who earned them.									
Total Army for LN Positions		8	30	34	16	11	3.08	1.11	1,659
Dutch		4	21	38	29	8	2.83	1.01	24
41. Employees at this installation/activity are treated fairly with regard to awards.									
Total Army for LN Positions		8	31	33	16	12	3.06	1.12	1,660
Dutch		4	21	46	25	4	2.96	0.91	24
42. If I perform my job especially well, I will receive an award.									
Total Army for LN Positions		10	28	31	18	14	3.02	1.18	1,668
Dutch		8	20	20	40	12	2.72	1.17	25

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Discipline/Grievances- /EEO Procedures*									
	Total Army for LN Positions	34%	43%	23%					
	Dutch	30%	46%	23%					
43. If I filed a grievance, it would be held against me.*									
	Total Army for LN Positions	23%	45%	31%					
	Dutch	33%	38%	29%					
44. Top management at this installation/activity actively supports the Equal Employment Opportunity Program.									
	Total Army for LN Positions	37%	47%	16%					
	Dutch	28%	50%	22%					
45. Employees at this installation/activity are treated fairly with regard to discipline.									
	Total Army for LN Positions	40%	40%	20%					
	Dutch	33%	47%	20%					

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

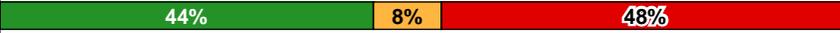
**Civilian Employees – FY03
Results by Language: Dutch for LN Positions**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
46. Employees at this installation/activity are treated fairly with regard to grievances and appeals.									
Total Army for LN Positions	  	6	30	41	14	9	3.10	1.02	1,445
Dutch	  	0	27	53	13	7	3.00	0.85	15

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Work Group									
Total Army for LN Positions		21	45	24	7	4	3.72	0.90	1,810
Dutch		12	45	33	8	1	3.58	0.71	26
47. The people I work with do a good job.									
Total Army for LN Positions		22	47	23	5	3	3.82	0.92	1,790
Dutch		12	52	28	8	0	3.68	0.80	25
48. My work group is well run.									
Total Army for LN Positions		19	43	26	8	5	3.63	1.02	1,783
Dutch		13	33	46	4	4	3.46	0.93	24
49. People in my work group work well together.									
Total Army for LN Positions		21	44	23	8	4	3.71	1.01	1,787
Dutch		12	50	27	12	0	3.62	0.85	26

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Training and Development									
Total Army for LN Positions		12	34	28	15	11	3.19	1.03	1,785
Dutch		4	37	17	32	9	2.95	1.05	25
50. My supervisor and I discuss my training and development needs at least once a year.									
Total Army for LN Positions		11	29	27	19	15	3.02	1.22	1,699
Dutch		4	40	8	32	16	2.84	1.25	25
51. I receive the training I need to perform my job properly (e.g., on-the-job training, classroom instruction, conferences, workshops).									
Total Army for LN Positions		12	37	27	14	10	3.26	1.14	1,761
Dutch		4	40	12	40	4	3.00	1.08	25
52. Management supports continued training and development.									
Total Army for LN Positions		13	36	30	12	9	3.32	1.12	1,663
Dutch		4	32	32	24	8	3.00	1.04	25

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Fairness*									
Total Army for LN Positions		15	29	39	11	5	3.39	0.79	1,710
Dutch		18	57	20	3	2	3.90	0.60	25
53. Managers/supervisors deal effectively with reports of prejudice and discrimination.*									
Total Army for LN Positions		7	34	37	12	9	3.18	1.05	1,463
Dutch		0	50	33	11	6	3.28	0.89	18
54. If I complained of discrimination, it would be held against me.*									
Total Army for LN Positions		11	23	43	17	7	3.14	1.04	1,360
Dutch		11	50	28	6	6	3.56	0.98	18
55. Non-minority employees often get preferential treatment over minority employees.*									
Total Army for LN Positions		17	25	43	11	4	3.40	1.03	1,217
Dutch		21	58	17	4	0	3.96	0.75	24
56. Minority employees often get preferential treatment over non-minority employees.*									
Total Army for LN Positions		17	27	45	8	3	3.48	0.95	1,214
Dutch		21	63	17	0	0	4.04	0.62	24

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
57. Male employees often get preferential treatment over female employees.*									
Total Army for LN Positions		22	33	36	7	2	3.65	0.97	1,493
Dutch		25	54	21	0	0	4.04	0.69	24
58. Female employees often get preferential treatment over male employees.*									
Total Army for LN Positions		18	32	35	10	5	3.48	1.06	1,497
Dutch		25	63	13	0	0	4.13	0.61	24

* Item is phrased in a negative manner.

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Satisfaction with Physical Conditions									
	Total Army for LN Positions	50%	27%	23%					
	Dutch	60%	19%	21%					
59. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.									
	Total Army for LN Positions	54%	23%	23%					
	Dutch	54%	19%	27%					
60. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).									
	Total Army for LN Positions	43%	29%	28%					
	Dutch	58%	23%	19%					
61. Employees are protected from health and safety hazards on the job.									
	Total Army for LN Positions	53%	30%	17%					
	Dutch	68%	16%	16%					

Supplemental Item Detail

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

Item Detail				Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
Your Organization*											
Total Army for LN Positions	49%	32%	19%	10	39	32	13	6	3.34	0.67	2,001
Dutch	50%	32%	18%	2	47	32	15	3	3.31	0.48	26
62. There is a good working relationship between civilian and military personnel.											
Total Army for LN Positions	62%	27%	11%	15	47	27	8	3	3.64	0.93	1,797
Dutch	56%	28%	16%	4	52	28	16	0	3.44	0.82	25
63. There is a good working relationship between civilian/military personnel and contractors.											
Total Army for LN Positions	55%	35%	9%	10	46	35	6	3	3.53	0.86	1,597
Dutch	64%	32%	5%	5	59	32	5	0	3.64	0.66	22
64. Civilians are made to feel that they are an important part of the Army team.											
Total Army for LN Positions	65%	27%	9%	17	48	27	6	3	3.70	0.90	1,868
Dutch	46%	42%	12%	0	46	42	12	0	3.35	0.69	26
65. Civilian supervisors are concerned about civilian employee job satisfaction.											
Total Army for LN Positions	50%	34%	15%	11	40	34	10	5	3.40	0.99	1,739
Dutch	48%	32%	20%	4	44	32	16	4	3.28	0.94	25

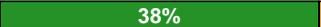
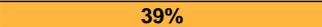
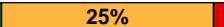
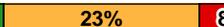
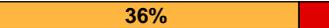
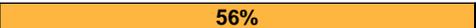
* Composite includes reverse-scored items.

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

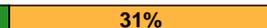
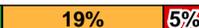
Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N				
	5	4	3	2	1										
66. Military supervisors are concerned about civilian employee job satisfaction.															
Total Army for LN Positions	49%			36%		15%		10	39	36	10	5	3.38	0.97	1,558
Dutch	41%			35%		24%		6	35	35	24	0	3.24	0.90	17
67. I am satisfied with the amount of involvement I have in decisions that affect my work.															
Total Army for LN Positions	49%			35%		16%		9	40	35	11	5	3.37	0.97	1,849
Dutch	54%			23%		23%		4	50	23	19	4	3.31	0.97	26
68. My work productivity is reduced by unnecessary rules and regulations.*															
Total Army for LN Positions	33%			39%		28%		8	25	39	21	7	3.06	1.02	1,782
Dutch	40%			40%		20%		4	36	40	20	0	3.24	0.83	25
69. There is good communication between work groups/work units in my organization.															
Total Army for LN Positions	50%			30%		20%		9	41	30	14	6	3.33	1.02	1,898
Dutch	38%			38%		23%		0	38	38	19	4	3.12	0.86	26
70. I feel my job is secure.															
Total Army for LN Positions	41%			28%		30%		8	33	28	18	12	3.07	1.16	1,887
Dutch	52%			22%		26%		0	52	22	13	13	3.13	1.10	23

* Item is phrased in a negative manner.

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
71. My organization encourages creative solutions and new practices/ways of doing business.									
Total Army for LN Positions	38%  39%  24% 	7	30	39	17	7	3.14	1.01	1,801
Dutch	40%  24%  36% 	0	40	24	24	12	2.92	1.08	25
72. The amount of work I am expected to do is reasonable.									
Total Army for LN Positions	54%  30%  16% 	9	46	30	12	5	3.42	0.96	1,932
Dutch	69%  27% 	0	69	27	4	0	3.65	0.56	26
73. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.									
Total Army for LN Positions	44%  25%  31% 	8	36	25	20	11	3.09	1.15	1,896
Dutch	69%  23%  8% 	0	69	23	4	4	3.58	0.76	26
74. Compared to other organizations, how would you rate your organization as a place to work?									
Total Army for LN Positions	48%  36%  16% 	15	32	36	12	4	3.43	1.02	1,786
Dutch	24%  56%  20% 	4	20	56	20	0	3.08	0.76	25

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

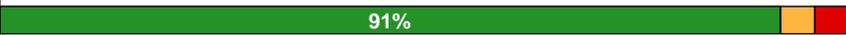
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Performance Culture									
Total Army for LN Positions	51%  32%  17% 	10	40	32	11	6	3.40	0.77	1,830
Dutch	58%  17%  25% 	3	54	17	22	3	3.38	0.66	24
75. Corrective actions are taken when employees do not meet performance standards.									
Total Army for LN Positions	27%  40%  33% 	3	24	40	20	13	2.85	1.03	1,495
Dutch	16%  21%  63% 	0	16	21	53	11	2.42	0.90	19
76. My performance appraisal is a fair reflection of my performance.									
Total Army for LN Positions	45%  40%  16% 	8	37	40	10	6	3.31	0.96	1,547
Dutch	56%  31%  13% 	0	56	31	13	0	3.44	0.73	16
77. I know what is expected of me on the job.									
Total Army for LN Positions	76%  19%  5%	19	57	19	3	2	3.88	0.81	1,771
Dutch	92%  	8	83	4	4	0	3.96	0.55	24

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

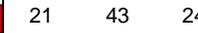
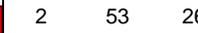
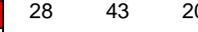
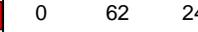
Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Strategic Planning*									
Total Army for LN Positions	52%	31%	17%						
Dutch	57%	28%	15%						
78. Managers communicate the organization's strategic mission, vision, and priorities.									
Total Army for LN Positions	47%	33%	19%						
Dutch	55%	27%	18%						
79. Productivity in my work group/work unit is hurt by a lack of planning.*									
Total Army for LN Positions	37%	36%	26%						
Dutch	41%	41%	18%						
80. I know how my work relates to my organization's mission and goals.									
Total Army for LN Positions	71%	25%	5%						
Dutch	74%	17%	9%						

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

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Customer Satisfaction									
Total Army for LN Positions	68% 	22	46	25	5	2	3.83	0.69	1,745
Dutch	77% 	9	68	18	3	2	3.77	0.52	23
81. I clearly understand who my customer(s) is/are.									
Total Army for LN Positions	85% 	35	49	13	2	1	4.17	0.76	1,732
Dutch	91% 	17	74	4	0	4	4.00	0.80	23
82. Products and services in my work group/work unit are improved based on customer input.									
Total Army for LN Positions	55% 	13	43	34	8	3	3.55	0.92	1,597
Dutch	50% 	5	45	41	9	0	3.45	0.74	22
83. Customers are satisfied with the products and services my work group/work unit provides.									
Total Army for LN Positions	64% 	17	47	30	5	1	3.73	0.84	1,573
Dutch	90% 	5	86	10	0	0	3.95	0.38	21

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Diversity									
Total Army for LN Positions	  	64%	24%	12%					
Dutch	  	56%	26%	19%					
84. Managers/supervisors/team leaders work well with employees of different backgrounds.									
Total Army for LN Positions	  	57%	28%	14%					
Dutch	  	50%	27%	23%					
85. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.									
Total Army for LN Positions	  	71%	20%	9%					
Dutch	  	62%	24%	14%					

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
<p>Harassment</p> <p>86. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p> <p>Total Army for LN Positions</p> <p>Yes 10%</p> <p>No 90%</p> <p>Dutch</p> <p>Yes 0%</p> <p>No 100%</p> <p>87. If you were harassed, did you report the incident?</p> <p>Total Army for LN Positions</p> <p>Yes 24%</p> <p>No 76%</p> <p>Dutch</p> <p>Yes 0%</p> <p>No 100%</p> <p>88. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)</p> <p>Total Army for LN Positions</p> <p>Yes 17%</p> <p>No 25%</p> <p>Don't Know 58%</p> <p>Dutch</p> <p>Yes 0%</p> <p>No 25%</p> <p>Don't Know 75%</p>		<p>207</p> <p>1,786</p> <p>0</p> <p>26</p> <p>141</p> <p>446</p> <p>0</p> <p>11</p> <p>75</p> <p>113</p> <p>256</p> <p>0</p> <p>2</p> <p>6</p>

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Army Knowledge Online (AKO)		
89. How frequently do you access Army Knowledge Online (AKO)?		
Total Army for LN Positions		
Once a month or less often	19%	372
2–3 times a month	6%	123
1–2 times a week	6%	117
3–4 times a week	3%	57
Almost every day	6%	114
Does not apply – I do not access AKO	60%	1,174
Dutch		
Once a month or less often	27%	7
2–3 times a month	8%	2
1–2 times a week	8%	2
3–4 times a week	0%	0
Almost every day	4%	1
Does not apply – I do not access AKO	54%	14
90. How easy or difficult is it for you to navigate the AKO web site?		
Total Army for LN Positions		
Very difficult	1%	16
Difficult	5%	58
Neither easy nor difficult	26%	289
Easy	19%	213
Very easy	6%	69
Not sure – I do not use AKO very often	43%	484
Dutch		
Very difficult	6%	1
Difficult	0%	0
Neither easy nor difficult	44%	7
Easy	19%	3
Very easy	0%	0
Not sure – I do not use AKO very often	31%	5

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
91. Have you arranged to have your AKO emails forwarded? Total Army for LN Positions No No, I did not know I could do that Yes, to my home or personal email address Yes, to my work site email address Dutch 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"> Total Army for LN Positions: <ul style="list-style-type: none"> No: 39% No, I did not know I could do that: 24% Yes, to my home or personal email address: 0% Yes, to my work site email address: 37% Dutch: <ul style="list-style-type: none"> No: 29% No, I did not know I could do that: 7% Yes, to my home or personal email address: 0% Yes, to my work site email address: 64% 	427 268 4 407 4 1 0 9

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Army Civilian Personnel OnLine (CPOL) Applications									
92. I find the information in PERMISS (Personnel Management and Information Support System) section of CPOL useful.									
Total Army for LN Positions		11	37	44	5	3	3.47	0.87	1,010
Dutch		0	33	67	0	0	3.33	0.52	6
93. The Vacancy Announcement section of CPOL is useful.									
Total Army for LN Positions		16	45	32	4	3	3.66	0.89	1,170
Dutch		0	43	57	0	0	3.43	0.53	7
94. The Resume Builder tool is easy to use.									
Total Army for LN Positions		6	27	55	8	4	3.23	0.82	759
Dutch		0	17	67	17	0	3.00	0.63	6
95. It is easy to apply for jobs being filled through RESUMIX.									
Total Army for LN Positions		5	23	57	10	5	3.13	0.83	765
Dutch	Insufficient Data	--	--	--	--	--	--	--	4

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

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N					
	5	4	3	2	1											
Family Friendly Flexibilities (Importance)																
96a. How important is telework/telecommuting to you?																
Total Army for LN Positions	26%			36%			38%		38	9	17	25	11	3.37	1.46	1,915
Dutch	16%			56%			28%		28	4	12	40	16	2.88	1.51	25
97a. How important are alternative work schedules to you?																
Total Army for LN Positions	34%			33%			33%		33	13	21	24	9	3.36	1.38	1,927
Dutch	62%			35%					4	4	58	31	4	2.73	0.78	26
98a. How important are child care subsidies to you?																
Total Army for LN Positions	49%			18%			33%		33	30	18	12	6	3.73	1.21	1,925
Dutch	20%			16%			64%		64	8	12	4	12	4.08	1.44	25
99a. How important are employee assistance programs to you?																
Total Army for LN Positions	51%			35%			13%		13	24	27	27	9	3.07	1.18	1,883
Dutch	12%			56%			32%		32	0	12	40	16	2.92	1.55	25
100a. How important are health and wellness programs to you?																
Total Army for LN Positions	68%			28%					4	35	32	22	6	3.10	0.99	1,924
Dutch	58%			31%			12%		12	4	54	23	8	2.88	1.03	26

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
101a. How important are support groups to you?									
Total Army for LN Positions		16	15	22	34	13	2.88	1.28	1,841
Dutch		38	0	27	23	12	3.31	1.49	26
102a. How important are elder care programs to you?									
Total Army for LN Positions		13	27	27	25	9	3.11	1.17	1,855
Dutch		56	0	0	24	20	3.48	1.78	25

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Family Friendly Flexibilities (Availability)		
96b. Is telework/telecommuting available to you?		
Total Army for LN Positions		
Yes	16%	300
No	49%	949
Don't Know	35%	672
Dutch		
Yes	31%	8
No	19%	5
Don't Know	50%	13
97b. Are alternative work schedules available to you?		
Total Army for LN Positions		
Yes	32%	613
No	48%	916
Don't Know	20%	384
Dutch		
Yes	84%	21
No	12%	3
Don't Know	4%	1
98b. Are child care subsidies available to you?		
Total Army for LN Positions		
Yes	11%	216
No	59%	1,125
Don't Know	30%	563
Dutch		
Yes	13%	3
No	54%	13
Don't Know	33%	8

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
99b. Are employee assistance programs available to you? Total Army for LN Positions		209 780 906
	Dutch	
100b. Are health and wellness programs available to you? Total Army for LN Positions		664 676 565
	Dutch	
101b. Are support groups available to you? Total Army for LN Positions		186 665 998
	Dutch	
		4 3 19

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
102b. Are elder care programs available to you? Total Army for LN Positions	<p>A horizontal bar chart with 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
Dutch	<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 (0%), No (31%), and Don't Know (69%).</p>	0 8 18

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

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Career/Retirement Plans 103. I am willing to relocate geographically for a promotion.									
Total Army for LN Positions		13	24	32	18	13	3.05	1.21	1,690
Dutch		9	14	32	27	18	2.68	1.21	22

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
104. Select the response that best matches your career plans: Total Army for LN Positions 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% Dutch I intend to look for other employment outside of the Army. 12% I intend to look for other employment within the Army. 15% I intend to stay in my current organization. 73%		88 418 1,468 3 4 19
105. How long do you expect to continue working for your organization? Total Army for LN Positions More than 5 years 71% 4–5 years 9% 1–3 years 16% Less than 1 year 4% Dutch More than 5 years 58% 4–5 years 12% 1–3 years 23% Less than 1 year 8%		1,404 168 319 77 15 3 6 2

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
106. Select the response that best matches your retirement plans:		
Total Army for LN Positions		
I plan to leave before retirement.	4%	75
I am undecided about staying beyond my retirement eligibility date.	31%	609
I plan to stay beyond my retirement eligibility date.	21%	407
I would take an early out, if offered.	18%	351
I plan to retire as soon as eligible.	26%	510
Dutch		
I plan to leave before retirement.	12%	3
I am undecided about staying beyond my retirement eligibility date.	12%	3
I plan to stay beyond my retirement eligibility date.	0%	0
I would take an early out, if offered.	46%	12
I plan to retire as soon as eligible.	31%	8
107. I plan to retire in:		
Total Army for LN Positions		
More than 5 years	88%	1,649
4–5 years	5%	97
1–3 years	5%	89
Less than 1 year	2%	34
Dutch		
More than 5 years	84%	21
4–5 years	4%	1
1–3 years	4%	1
Less than 1 year	8%	2

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

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Valid N
Feedback on Survey Results		
108. I have seen my command or installation results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	7%	139
No	59%	1,154
Don't Know	33%	649
Dutch		
Yes	4%	1
No	69%	18
Don't Know	27%	7
109. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).		
Total Army for LN Positions		
Yes	4%	73
No	14%	279
Don't Know	82%	1,591
Dutch		
Yes	0%	0
No	12%	3
Don't Know	88%	23