

**FY03 Army Civilian Attitude Survey
US Military Academy
Results for Civilian Supervisors**

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About This Report

About This Supervisor Report

Survey Background – One of the main goals of Army is to be judged the employer of choice by its civilian employees. For over 25 years, Army has periodically surveyed the morale of its workforce. In 2003 Army implemented a web-based version of the Army Civilian Attitude Survey. Over 33,000 employees and close to 7,000 supervisors "logged on" and completed the survey. The Internet survey method allowed Army to conduct a census of its entire US-citizen, appropriated and non-appropriated fund, civilian workforce. What follows are the results from this survey.

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

Composites – The survey includes a number of scaled items that were grouped in 17 composites. Each composite is made up of multiple items. In the table below are the composite labels, the items (in parentheses) and a brief composite description.

Composite Label	Composite Description
Satisfaction with "Civilian Personnel" Service (q2-q23)	Supervisors' overall satisfaction with the level of service received from personnel.
Satisfaction with Job (q24-q28)	Supervisors' satisfaction with their current job.
Satisfaction with Career (q29-q31)	Extent to which supervisors recommend their career to others.
Satisfaction with Immediate Supervisor (q32-q39)	Supervisors' relationship with their immediate manager (interaction, competence, support for employee, etc.).
Satisfaction with Management (q40-q44)	Supervisors' satisfaction with upper-level management (supervisor's supervisor and above).
Satisfaction with Job Placement/Promotion System (q45-q49)	Perceptions of promotion processes (e.g., fairness) and outcomes (e.g., quality of candidates).
Satisfaction with Amount of Authority (q50-q61)	Supervisors' perceptions of their authority to carry out a variety of responsibilities (e.g., writing or changing job descriptions, assigning work).
Satisfaction with Training and Development (q62-q64)	Satisfaction with the amount of training supervisors have received and ability to get training for their employees.
Satisfaction with Awards and Recognition (q65-q68)	Extent to which supervisors feel they are personally recognized and that others are fairly awarded.
Satisfaction with Fairness (q69-q74)	Supervisors' perceptions that others are treated fairly, regardless of gender or race, and that they can report instances of discrimination without fear of retribution.
Satisfaction with Physical Conditions (q75-q77)	Satisfaction with safety and physical working conditions.
Civilian Workplace Morale (q24-q49)	Composite of satisfaction with job, career, immediate supervisor, upper-level management, and job placement/promotion.
Your Organization (q78-q91)	Supervisors' assessment of the work environment (e.g., good working relationships, support, communication, empowerment, productivity, resources, etc.).

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Composite Label	Composite Description
Performance Culture (q92-94)	Extent to which supervisors feel that the culture supports high performance.
Strategic Planning (q95-q97)	Supervisors' perceptions of communication and effectiveness of planning in their organization.
Customer Satisfaction (q98-q100)	Supervisors' assessment of customer interactions and their satisfaction with products and services of work group.
Diversity (q101-q102)	Extent to which all civilian employees are valued and work together, regardless of differences (e.g., gender, race, religion).

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

- Harassment (q103-q105)
- Army Knowledge Online (AKO) (q106-q108)
- Army Civilian Personnel OnLine (CPOL) Applications (q109-q114)
- Family Friendly Flexibilities (q115-q121)
- Career/Retirement Plans (q122-q126)
- Feedback on Survey Results (q127-q128)

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

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

Response Rates - Participants were asked to complete their surveys and return them electronically to Army, which then forwarded the data to an independent research and consulting firm for processing. Of the approximately 213,547 Army civilian appropriated fund employees and supervisors who were invited to complete the attitude survey, 39,950 returned surveys for a 19% response rate. The response rate for Total Army allows results to be generalized at a 95% confidence level to ± 0.4 percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

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

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

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

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

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

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

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

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

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

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

Results are presented in the following sections:

- Results Summary:** This section contains overall summary information which includes:
 - ✓ Ten most favorable/ten most unfavorable items: This section displays in rank-order the ten most favorable items and ten most unfavorable items for Total Army and for each subgroup comparison.
 - ✓ Composite summaries: A quick overview of the Composite results for Total Army and for each subgroup comparison. Composites are presented in the same order as they appeared in the survey. Three-part bar graphs display average percentages of favorable, neutral, and unfavorable responses to the composites. The last column indicates the number of individuals in each group [Total Army and for each subgroup comparison] who responded to the items in the composite.
 - ✓ Historical comparisons to the 2001 survey composites are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 composite, this column displays a dash (--).

- Item Detail:** This section provides a detailed look at results for each question, including a composite summary at the beginning of each group of items.
 - ✓ For the scaled items (5=Strongly Agree, 4=Agree...), three-part bar graphs again display percentages of favorable, neutral, and unfavorable responses. In addition, the Category Percent column details the percentage of responses in each category, while the next columns display item means, standard deviations, and valid N's (the number of responses to each item).
 - ✓ For the nominal items (e.g., yes/no), the percentage of individuals selecting each response option is displayed by a one-part bar, with the actual number who selected each option listed in the last column.
 - ✓ Historical comparisons to the 2001 survey questions are displayed where possible in the column labeled “Pct Fav Diff from 2001”. If there is not a match between a 2003 and 2001 item, this column is not present or displays a dash (--).

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

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

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

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

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

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

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

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

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

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

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

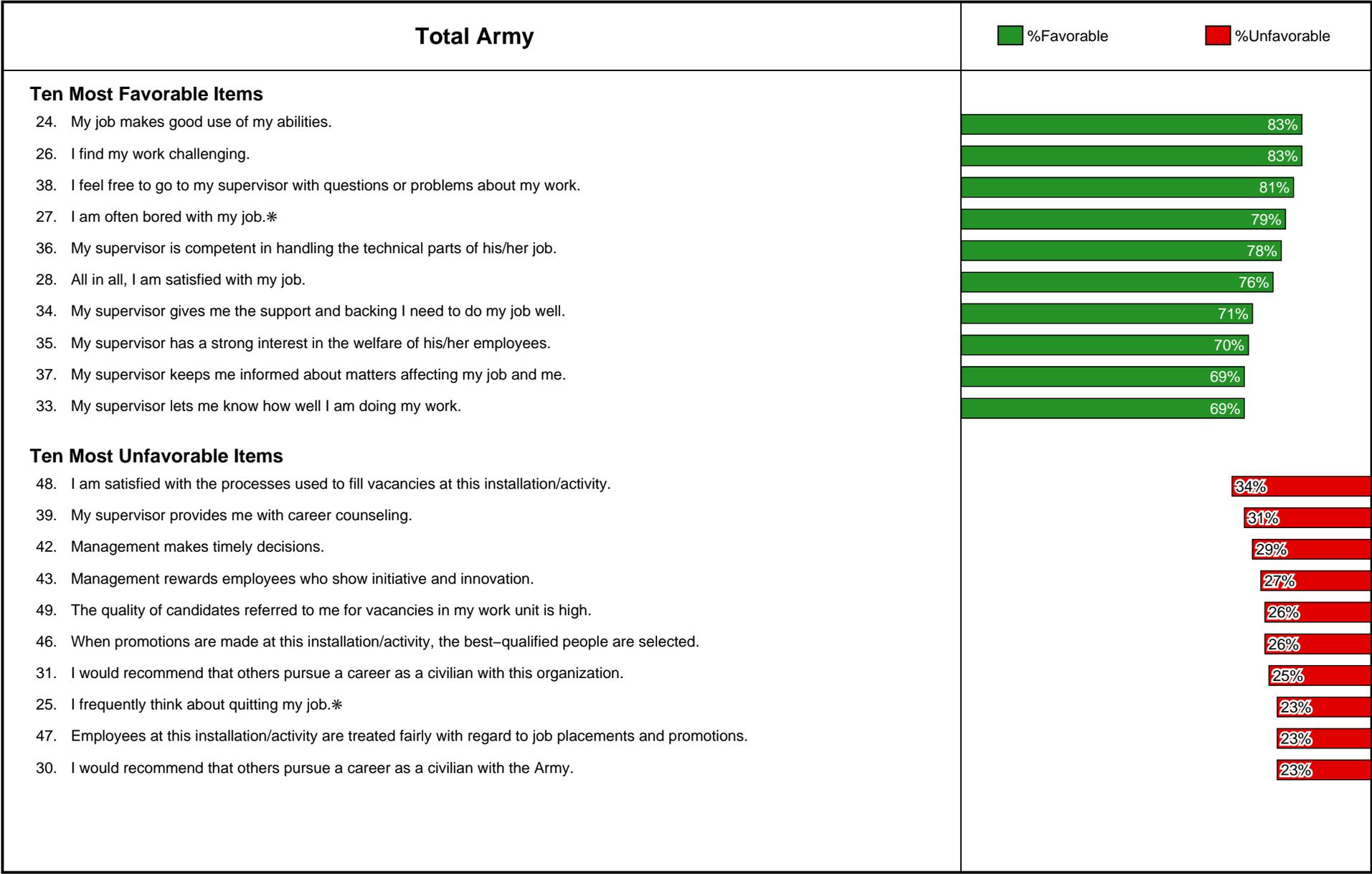
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

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

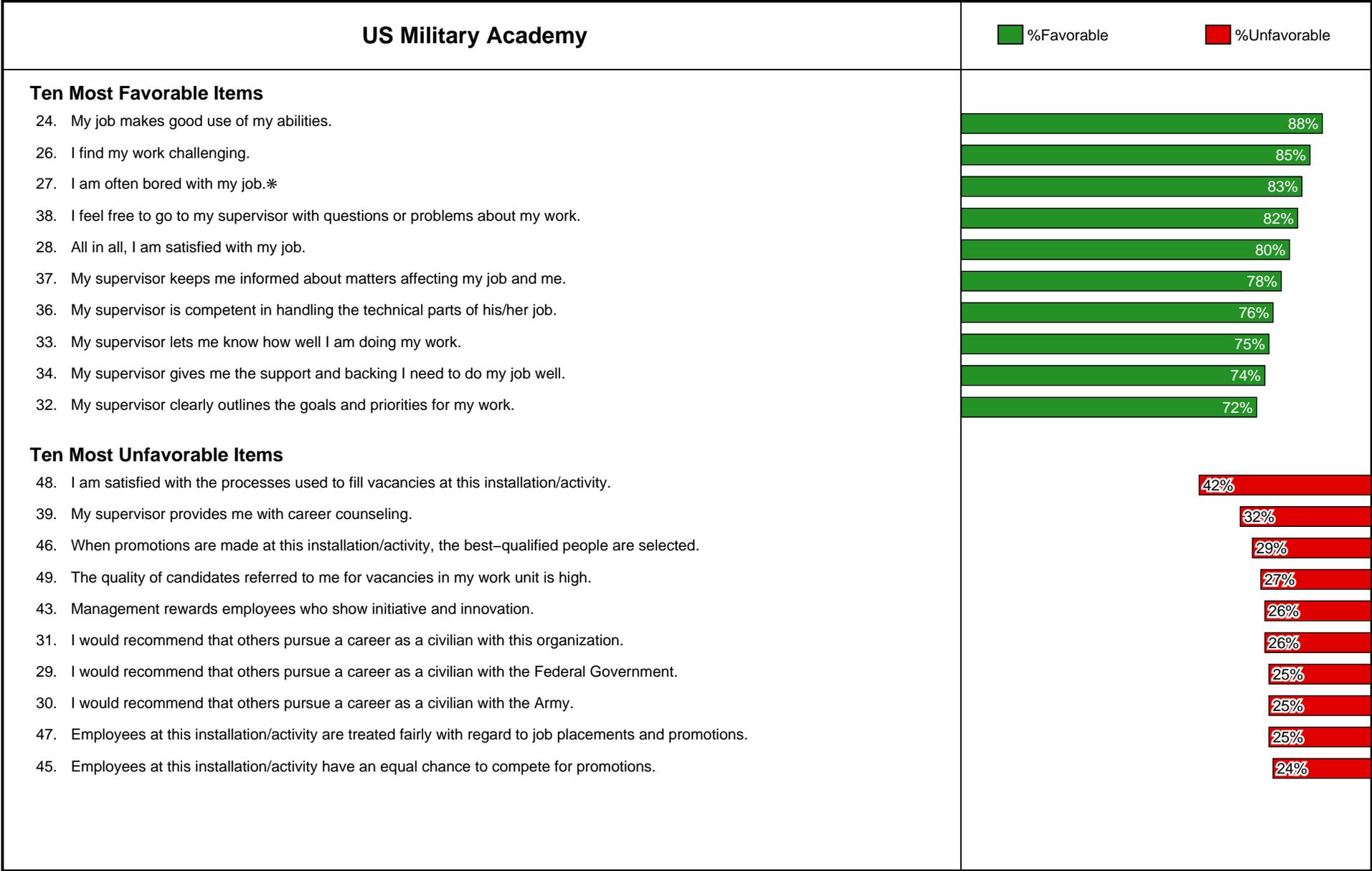
Ten Most Favorable/Unfavorable Items

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* Item is phrased in a negative manner.

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* Item is phrased in a negative manner.

Composite Summary

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Satisfaction with Civilian Personnel Service					
Total Army	53%	24%	23%	↑3	7,343
US Military Academy	56%	23%	21%	↑10	89
Satisfaction with Job *					
Total Army	76%	11%	12%	↑2	7,315
US Military Academy	80%	9%	11%	↑9	89
Satisfaction with Career					
Total Army	61%	17%	22%	↑5	7,288
US Military Academy	54%	21%	25%	↑12	89
Satisfaction with Immediate Supervisor					
Total Army	69%	14%	17%	0	7,286
US Military Academy	72%	12%	17%	↑7	89
Satisfaction with Management					
Total Army	58%	20%	22%	0	7,264
US Military Academy	59%	21%	20%	↑7	89

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	■ = Favorable	■ = Neutral	■ = Unfavorable		
Satisfaction with Job Placement/Promotion System					
Total Army	49%	24%	27%	↓1	7,225
US Military Academy	45%	26%	30%	↑2	85
Satisfaction with Amount of Authority					
Total Army	59%	30%	11%	↓1	7,229
US Military Academy	56%	34%	10%	↓1	89
Satisfaction with Training and Development					
Total Army	65%	15%	20%	↓4	7,224
US Military Academy	65%	17%	18%	↑7	89
Satisfaction with Awards and Recognition					
Total Army	54%	24%	22%	0	7,213
US Military Academy	51%	22%	27%	↑2	88
Satisfaction with Fairness *					
Total Army	62%	23%	15%	↓1	7,090
US Military Academy	60%	30%	10%	↓5	85

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	■ = Favorable	■ = Neutral	■ = Unfavorable		
<p>Satisfaction with Physical Conditions</p>					
<p align="right">Total Army</p>				↓1	7,238
<p align="right">US Military Academy</p>				↑10	89

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
Your Organization *					
Total Army	60%	18%	22%	--	5,998
US Military Academy	58%	18%	24%	--	71
Performance Culture					
Total Army	71%	15%	14%	--	6,054
US Military Academy	76%	12%	12%	--	70
Strategic Planning *					
Total Army	68%	15%	17%	--	6,394
US Military Academy	71%	17%	13%	--	72
Customer Satisfaction					
Total Army	87%	9%	4%	--	6,867
US Military Academy	90%	6%		--	82

* Composite includes reverse-scored items

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Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents	
	 = Favorable	 = Neutral	 = Unfavorable			
Diversity	Total Army	84%	10%	6%	↑1	7,176
	US Military Academy	86%	11%		↑7	89

Item Detail

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Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N				
1. My immediate supervisor is:	<p>The chart displays four horizontal bars representing the percentage of employees selecting a response. The bars are green and labeled with their respective percentages: 28%, 72%, 41%, and 59%.</p>						
				Total Army			
				Military	28%	↓2	1,381
				Civilian	72%	↑2	3,481
				US Military Academy			
				Military	41%	↑4	23
Civilian	59%	↓4	33				

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Satisfaction with Civilian Personnel Service	Total Army		13	40	24	15	8	↑3	3.36	0.83	7,343
	US Military Academy		11	45	23	15	6	↑10	3.40	0.73	89
2. The personnel office keeps me informed about the status of personnel actions.	Total Army		12	41	15	20	11	↑2	3.24	1.22	7,202
	US Military Academy		8	52	14	20	7	↑3	3.34	1.10	87
3. The staff who provides personnel services have a good understanding of my work unit's operation and mission.	Total Army		12	36	20	21	10	↑4	3.19	1.20	7,198
	US Military Academy		13	45	16	18	8	↑9	3.36	1.16	88
4. The personnel office refers a reasonable number of candidates for vacancies.	Total Army		12	50	20	12	6	↑6	3.52	1.03	6,788
	US Military Academy		6	59	15	14	6	↑17	3.45	1.02	80

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
5. The personnel office refers candidates for vacancies in a reasonable amount of time.	Total Army		9	37	19	23	13	↑6	3.07	1.21	6,818
	US Military Academy		4	46	14	21	15	↑10	3.03	1.20	80
6. The personnel office refers high quality candidates for vacancies.	Total Army		7	34	31	19	9	↑3	3.11	1.07	6,838
	US Military Academy		4	35	30	26	6	↑4	3.04	1.01	81
7. The personnel office treats people courteously.	Total Army		25	52	14	5	3	↑1	3.91	0.94	7,176
	US Military Academy		25	56	13	6	0	↑15	4.01	0.78	87
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.	Total Army		18	47	17	13	6	↑3	3.57	1.10	7,245
	US Military Academy		11	63	18	5	3	↑11	3.74	0.85	88

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
9. I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need.	Total Army		17	38	17	18	10	↑4	3.34	1.23	7,223
	US Military Academy		11	55	9	16	9	↑21	3.43	1.16	88
10. The staff of the personnel office acts with integrity.	Total Army		24	47	21	5	3	↑1	3.84	0.96	7,066
	US Military Academy		28	55	13	4	0	↑14	4.07	0.75	82
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).	Total Army		20	44	17	12	7	↑1	3.59	1.13	7,101
	US Military Academy		16	49	14	10	10	↑10	3.50	1.20	86
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.	Total Army		11	35	25	20	9	↑6	3.19	1.14	6,757
	US Military Academy		6	39	25	20	10	↑5	3.11	1.11	80

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
13. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.	Total Army		10	34	27	18	10	↑5	3.16	1.14	6,437
	US Military Academy		4	35	35	19	8	↑8	3.08	1.01	75
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.	Total Army		10	30	34	16	9	↑4	3.16	1.10	5,513
	US Military Academy		7	34	40	12	7	↑10	3.22	1.01	68
15. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on handling reduction-in-force.	Total Army		12	28	44	10	6	↓1	3.32	1.00	4,116
	US Military Academy		13	40	21	19	7	↑22	3.32	1.14	72
16. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on planning and projecting human resource needs.	Total Army		8	26	38	18	10	↑4	3.05	1.08	5,377
	US Military Academy		8	29	39	20	5	↑5	3.15	0.98	66

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
17. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.	Total Army 	13	38	22	17	10	↑4	3.28	1.18	6,815
	US Military Academy 	8	37	27	19	9	↑10	3.16	1.12	86
18. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance management.	Total Army 	13	39	29	12	7	↑3	3.41	1.07	6,379
	US Military Academy 	10	34	39	14	4	↑1	3.33	0.96	80
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.	Total Army 	11	41	28	14	7	↑1	3.36	1.05	6,714
	US Military Academy 	11	54	19	12	4	↑20	3.57	0.97	83

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.	Total Army		11	44	28	11	6	↑2	3.43	1.02	6,770
	US Military Academy		10	50	27	10	4	↑12	3.52	0.93	82
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.	Total Army		14	40	31	9	6	↑2	3.47	1.02	5,991
	US Military Academy		13	42	38	6	1	↑2	3.58	0.84	79
22. Overall, the quality of service given by the personnel office is:	Total Army		12	43	24	15	6	↑3	3.42	1.06	7,095
	US Military Academy		9	42	31	15	3	↑2	3.39	0.96	88
23. Overall, the timeliness of service given by the personnel office is:	Total Army		11	39	23	19	9	↑5	3.23	1.14	7,104
	US Military Academy		9	33	27	24	7	0	3.14	1.10	88

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Job*	Total Army	76%	11%	12%									
	US Military Academy	80%	9%	11%									
24. My job makes good use of my abilities.	Total Army	83%	7%	11%									
	US Military Academy	88%	8%										
25. I frequently think about quitting my job.*	Total Army	61%	16%	23%									
	US Military Academy	66%	12%	21%									
26. I find my work challenging.	Total Army	83%	10%	7%									
	US Military Academy	85%	9%	6%									
27. I am often bored with my job.*	Total Army	79%	11%	9%									
	US Military Academy	83%		13%									

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

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Item Detail	■ % Favorable ■ % Neutral ■ % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
	5	4	3	2	1							
28. All in all, I am satisfied with my job.												
Total Army	<div style="display: flex; justify-content: space-between; align-items: center;"> </div>			30	46	13	8	3	0	3.92	1.02	7,302
US Military Academy	<div style="display: flex; justify-content: space-between; align-items: center;"> </div>			27	53	15	4	1	↑12	4.00	0.84	89

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Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Career	Total Army	61%	17%	22%	19	41	17	14	8	↑5	3.49	1.10	7,288
	US Military Academy	54%	21%	25%	15	39	21	16	9	↑12	3.33	1.10	89
29. I would recommend that others pursue a career as a civilian with the Federal Government.													
	Total Army	66%	16%	18%	20	46	16	12	6	↑6	3.62	1.12	7,280
	US Military Academy	54%	21%	25%	12	42	21	16	9	↑11	3.33	1.16	89
30. I would recommend that others pursue a career as a civilian with the Army.													
	Total Army	59%	18%	23%	18	41	18	15	9	↑5	3.45	1.19	7,262
	US Military Academy	54%	21%	25%	12	42	21	16	9	↑16	3.33	1.16	89
31. I would recommend that others pursue a career as a civilian with this organization.													
	Total Army	56%	18%	25%	19	37	18	15	10	↑3	3.40	1.24	7,256
	US Military Academy	53%	20%	26%	19	34	20	16	10	↑7	3.36	1.25	88

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Immediate Supervisor	Total Army	69%	14%	17%	29	40	14	10	7	0	3.74	0.99	7,286
	US Military Academy	72%	12%	17%	29	43	12	10	6	↑7	3.78	1.00	89
32. My supervisor clearly outlines the goals and priorities for my work.	Total Army	65%	15%	20%	22	43	15	14	6	↓1	3.60	1.15	7,259
	US Military Academy	72%	13%	16%	22	50	13	10	6	↑7	3.72	1.09	88
33. My supervisor lets me know how well I am doing my work.	Total Army	69%	14%	17%	25	45	14	11	6	↑1	3.71	1.13	7,266
	US Military Academy	75%	12%	12%	27	48	12	9	3	↑8	3.87	1.02	89
34. My supervisor gives me the support and backing I need to do my job well.	Total Army	71%	13%	16%	31	40	13	9	7	0	3.80	1.17	7,267
	US Military Academy	74%	9%	17%	31	43	9	10	7	↑5	3.81	1.18	88
35. My supervisor has a strong interest in the welfare of his/her employees.	Total Army	70%	15%	15%	33	37	15	8	7	↓1	3.82	1.17	7,246
	US Military Academy	70%	12%	18%	31	38	12	10	8	↑7	3.75	1.23	89

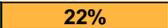
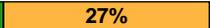
**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
36. My supervisor is competent in handling the technical parts of his/her job.	Total Army	78%	11%	11%								
	US Military Academy	76%	13%	10%			0	3.99	1.05	7,220		
37. My supervisor keeps me informed about matters affecting my job and me.	Total Army	69%	15%	16%			↓1	3.73	1.15	7,242		
	US Military Academy	78%	9%	13%			↑12	3.87	1.12	89		
38. I feel free to go to my supervisor with questions or problems about my work.	Total Army	81%	8%	11%			0	4.07	1.08	7,264		
	US Military Academy	82%		15%			↑2	4.02	1.15	88		
39. My supervisor provides me with career counseling.	Total Army	45%	24%	31%			↑1	3.18	1.26	7,089		
	US Military Academy	48%	20%	32%			↑8	3.19	1.27	84		

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Management	Total Army	58%	20%	22%	17	41	20	15	8	0	3.44	1.01	7,264
	US Military Academy	59%	21%	20%	18	41	21	12	8	↑7	3.50	1.02	89
40. Management is competent.	Total Army	67%	17%	15%	20	47	17	10	5	↓1	3.67	1.08	7,237
	US Military Academy	67%	14%	19%	23	44	14	16	3	↑1	3.67	1.10	88
41. Management treats employees with respect and consideration.	Total Army	65%	16%	19%	21	44	16	12	7	0	3.61	1.15	7,235
	US Military Academy	68%	16%	16%	26	42	16	10	6	↑7	3.73	1.13	88
42. Management makes timely decisions.	Total Army	48%	23%	29%	13	35	23	20	9	0	3.22	1.18	7,222
	US Military Academy	52%	24%	24%	15	38	24	16	8	↑15	3.35	1.16	88
43. Management rewards employees who show initiative and innovation.	Total Army	52%	22%	27%	15	36	22	17	10	↑1	3.30	1.21	7,162
	US Military Academy	50%	24%	26%	14	36	24	13	13	↑2	3.26	1.23	86

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
44. Management keeps employees informed.										
Total Army	 56%  22%  22%	15	42	22	14	8	↓3	3.40	1.14	7,206
US Military Academy	 58%  27%  15%	15	43	27	7	8	↑10	3.50	1.08	88

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
Satisfaction with Job Placement/Promotion System	Total Army		11	38	24	18	9	↓1	3.25	0.97	7,225
	US Military Academy		6	38	26	20	10	↑2	3.12	0.92	85
45. Employees at this installation/activity have an equal chance to compete for promotions.	Total Army		15	44	17	15	9	↓2	3.43	1.17	7,094
	US Military Academy		12	42	22	16	8	↓4	3.34	1.14	83
46. When promotions are made at this installation/activity, the best-qualified people are selected.	Total Army		11	36	27	18	9	↓2	3.23	1.13	7,013
	US Military Academy		5	39	27	17	12	0	3.07	1.12	82
47. Employees at this installation/activity are treated fairly with regard to job placements and promotions.	Total Army		13	39	25	16	8	↓2	3.34	1.13	7,028
	US Military Academy		5	45	25	16	10	↑1	3.19	1.08	83

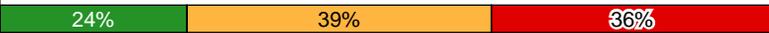
**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
48. I am satisfied with the processes used to fill vacancies at this installation/activity.	Total Army		10	34	23	22	12	↑1	3.06	1.20	7,074
	US Military Academy		5	31	23	27	14	↑5	2.85	1.16	84
49. The quality of candidates referred to me for vacancies in my work unit is high.	Total Army		8	37	30	19	7	↑3	3.19	1.06	6,577
	US Military Academy		5	35	33	23	4	↑6	3.14	0.96	81

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	% All I Need % Some, but not enough % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		3	2	1							
Satisfaction with Amount of Authority	Total Army	59%	30%	11%	59	30	11	↓1	2.48	0.43	7,229
	US Military Academy	56%	34%	10%	56	34	10	↓1	2.46	0.39	89
50. How much authority do you have to carry out writing or changing job descriptions (i.e., classifying jobs)?											
Total Army	49%	34%	18%	49	34	18	↓2	2.31	0.75	6,693	
US Military Academy	45%	38%	17%	45	38	17	↓1	2.28	0.74	76	
51. How much authority do you have to carry out recruiting and selecting employees?											
Total Army	52%	38%	10%	52	38	10	0	2.41	0.67	6,868	
US Military Academy	46%	45%	9%	46	45	9	↓12	2.38	0.64	82	
52. How much authority do you have to carry out changing the organizational structure of your work unit?											
Total Army	36%	36%	28%	36	36	28	↓3	2.08	0.80	6,725	
US Military Academy	37%	30%	33%	37	30	33	↑4	2.04	0.84	82	

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % All I Need  % Some, but not enough  % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		3	2	1					
53. How much authority do you have to carry out assigning work to subordinates?	Total Army		85	13	2	↓1	2.83	0.42	7,142
	US Military Academy		80	19	1	↓6	2.78	0.44	88
54. How much authority do you have to carry out evaluating work performance?	Total Army		84	13	3	↓2	2.82	0.45	7,132
	US Military Academy		86	13	1	0	2.85	0.39	87
55. How much authority do you have to carry out giving monetary and honorary performance awards?	Total Army		51	37	12	↑1	2.39	0.69	7,013
	US Military Academy		47	45	8	↓6	2.38	0.64	86
56. How much authority do you have to carry out firing people?	Total Army		33	34	33	↑1	2.00	0.81	6,039
	US Military Academy		24	39	36	↓4	1.88	0.78	74

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	■ % All I Need ■ % Some, but not enough ■ % None			Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
	3	2	1								
57. How much authority do you have to carry out approving leave requests/controlling employee absences?	Total Army	86%	11%	3%	86	11	3	↓1	2.83	0.45	7,088
	US Military Academy	84%	16%		84	16	0	↓4	2.84	0.37	86
58. How much authority do you have to carry out taking disciplinary action?	Total Army	60%	31%	9%	60	31	9	0	2.51	0.65	6,709
	US Military Academy	52%	46%		52	46	2	↑3	2.49	0.55	83
59. How much authority do you have to carry out taking action to improve substandard performance?	Total Army	61%	33%	6%	61	33	6	↓1	2.55	0.61	6,847
	US Military Academy	52%	42%	6%	52	42	6	↑4	2.46	0.61	81
60. How much authority do you have to carry out getting employees the training they need?	Total Army	52%	40%	8%	52	40	8	↑1	2.44	0.64	7,079
	US Military Academy	52%	40%	8%	52	40	8	↑6	2.44	0.64	87

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	■ % All I Need ■ % Some, but not enough ■ % None	Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		3	2	1				
61. How much authority do you have to carry out changing work processes or methods?								
Total Army	<div style="display: flex; justify-content: space-between;"> <div style="width: 55%; background-color: green; text-align: center; color: white;">55%</div> <div style="width: 37%; background-color: orange; text-align: center; color: white;">37%</div> <div style="width: 8%; background-color: red; text-align: center; color: white;">8%</div> </div>	55	37	8	↓2	2.48	0.63	7,038
US Military Academy	<div style="display: flex; justify-content: space-between;"> <div style="width: 56%; background-color: green; text-align: center; color: white;">56%</div> <div style="width: 37%; background-color: orange; text-align: center; color: white;">37%</div> <div style="width: 7%; background-color: red; text-align: center; color: white;">7%</div> </div>	56	37	7	↓1	2.49	0.63	82

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Training and Development	Total Army	65%	15%	20%	24	41	15	16	4	↓4	3.64	0.88	7,224
	US Military Academy	65%	17%	18%	20	45	17	16	2	↑7	3.65	0.82	89
62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.	Total Army	80%	9%	11%	36	43	9	9	2	↓3	4.03	1.00	7,214
	US Military Academy	73%	15%	12%	28	45	15	11	1	0	3.88	0.99	89
63. I have had enough training in civilian personnel administrative procedures.	Total Army	55%	18%	28%	18	37	18	22	5	↓5	3.40	1.16	7,184
	US Military Academy	59%	18%	23%	14	45	18	20	2	↑7	3.48	1.04	88
64. I am able to get timely and quality training for my subordinates.	Total Army	60%	19%	21%	17	42	19	17	5	↓2	3.51	1.10	7,096
	US Military Academy	62%	19%	19%	18	45	19	16	2	↑15	3.59	1.04	85

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
Satisfaction with Awards and Recognition	Total Army	54%	24%	22%						
	US Military Academy	51%	22%	27%						
65. When I do a good job, it is recognized.	Total Army	62%	19%	19%			↓1	3.55	1.12	7,190
	US Military Academy	59%	19%	22%			↓8	3.50	1.13	88
66. When awards are given, they go to the people who earned them.	Total Army	53%	25%	22%			↑3	3.39	1.10	7,078
	US Military Academy	54%	21%	25%			↑13	3.34	1.13	87
67. Employees at this installation/activity are treated fairly with regard to awards.	Total Army	50%	25%	24%			↓1	3.32	1.12	6,981
	US Military Academy	39%	25%	36%			↑1	3.02	1.20	84
68. If I perform my job especially well, I will receive an award.	Total Army	51%	25%	24%			↓1	3.34	1.15	7,029
	US Military Academy	51%	24%	25%			↑3	3.30	1.20	84

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	% Favorable % Neutral % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
Satisfaction with Fairness*												
Total Army	62%	23%	15%	22	40	23	10	4	↓1	3.66	0.72	7,090
US Military Academy	60%	30%	10%	22	38	30	8	2	↓5	3.69	0.77	85
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.												
Total Army	73%	16%	11%	25	47	16	8	3	↓2	3.84	1.00	6,569
US Military Academy	70%	22%	8%	34	36	22	5	3	↓10	3.93	1.02	73
70. If I complained of discrimination, it would be held against me.*												
Total Army	54%	26%	21%	17	36	26	14	6	0	3.45	1.12	6,476
US Military Academy	58%	24%	18%	16	42	24	14	4	↑4	3.53	1.05	74
71. Non-minority employees often get preferential treatment over minority employees.*												
Total Army	74%	20%	6%	31	43	20	4	2	0	3.96	0.93	6,828
US Military Academy	61%	31%	8%	23	39	31	6	1	↓12	3.75	0.92	80
72. Minority employees often get preferential treatment over non-minority employees.*												
Total Army	51%	26%	23%	18	34	26	16	7	0	3.39	1.14	6,840
US Military Academy	58%	33%	9%	19	39	33	9	0	↓2	3.68	0.88	79

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

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
73. Male employees often get preferential treatment over female employees.*	Total Army	64%	24%	12%	24	40	24	9	3	↓1	3.73	1.03	6,877
	US Military Academy	54%	32%	14%	20	34	32	9	5	↓8	3.56	1.07	79
74. Female employees often get preferential treatment over male employees.*	Total Army	59%	26%	15%	19	40	26	10	4	0	3.59	1.05	6,864
	US Military Academy	57%	38%		20	37	38	4	1	↓3	3.70	0.87	81

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Satisfaction with Physical Conditions	Total Army	72%	13%	15%	21	51	13	10	4	↓1	3.74	0.85	7,238
	US Military Academy	66%	17%	17%	17	49	17	14	3	↑10	3.63	0.87	89
75. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.	Total Army	69%	12%	20%	19	50	12	14	6	0	3.61	1.12	7,217
	US Military Academy	57%	16%	27%	16	42	16	24	3	↓3	3.43	1.12	89
76. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).	Total Army	68%	16%	16%	21	47	16	12	4	↓1	3.68	1.06	7,159
	US Military Academy	67%	20%	13%	17	50	20	10	2	↑24	3.69	0.95	88
77. Employees are protected from health and safety hazards on the job.	Total Army	80%	12%	8%	24	56	12	6	3	↓1	3.92	0.90	7,181
	US Military Academy	74%	16%	10%	19	55	16	7	3	↑9	3.80	0.95	88

Supplemental Item Detail

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	% Favorable % Neutral % Unfavorable			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
Your Organization*												
	Total Army	60%	18%	22%	15	45	18	15	7	3.46	0.68	5,998
	US Military Academy	58%	18%	24%	13	45	18	16	8	3.39	0.66	71
78. There is a good working relationship between civilian and military personnel.												
	Total Army	77%	12%	11%	21	56	12	8	3	3.85	0.94	5,769
	US Military Academy	66%	17%	17%	17	49	17	15	1	3.65	0.99	71
79. There is a good working relationship between civilian/military personnel and contractors.												
	Total Army	78%	15%	7%	18	60	15	5	2	3.88	0.81	5,591
	US Military Academy	74%	19%	6%	11	63	19	6	0	3.79	0.73	62
80. Civilians are made to feel that they are an important part of the Army team.												
	Total Army	68%	15%	17%	18	50	15	12	4	3.65	1.05	5,937
	US Military Academy	52%	20%	28%	13	39	20	24	4	3.32	1.11	71
81. Civilian supervisors are concerned about civilian employee job satisfaction.												
	Total Army	77%	14%	9%	20	57	14	7	2	3.84	0.89	5,905
	US Military Academy	81%	7%	12%	12	69	7	10	1	3.79	0.84	68

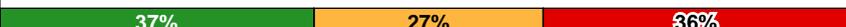
* Composite includes reverse-scored items

**Civilian Supervisors – FY03
US Military Academy**

Item Detail				Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
82. Military supervisors are concerned about civilian employee job satisfaction.	Total Army	51%	27%	22%	12	39	27	15	7	3.34	1.09	5,272
	US Military Academy	49%	28%	23%	5	44	28	13	10	3.21	1.07	61
83. I am satisfied with the amount of involvement I have in decisions that affect my work.	Total Army	66%	14%	19%	20	47	14	15	5	3.62	1.10	5,953
	US Military Academy	68%	10%	23%	17	51	10	15	7	3.55	1.16	71
84. My work productivity is reduced by unnecessary rules and regulations.*	Total Army	28%	26%	46%	5	23	26	31	15	2.71	1.13	5,950
	US Military Academy	32%	24%	44%	8	24	24	27	17	2.80	1.23	71
85. There is good communication between work groups/work units in my organization.	Total Army	61%	19%	20%	12	49	19	16	4	3.49	1.03	5,933
	US Military Academy	70%	14%	16%	14	55	14	12	4	3.64	1.01	69
86. I feel my job is secure.	Total Army	59%	18%	23%	15	44	18	14	9	3.43	1.17	5,945
	US Military Academy	56%	15%	28%	21	35	15	10	18	3.31	1.40	71

* Item is phrased in a negative manner.

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
87. My organization encourages creative solutions and new practices/ways of doing business.	Total Army		17	46	19	12	6	3.58	1.08	5,939
	US Military Academy		14	56	16	10	4	3.66	0.99	70
88. The amount of work I am expected to do is reasonable.	Total Army		12	52	13	16	7	3.46	1.11	5,965
	US Military Academy		7	54	18	18	3	3.44	0.97	71
89. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.	Total Army		7	33	14	29	16	2.87	1.24	5,959
	US Military Academy		7	28	14	30	21	2.70	1.28	71
90. My work unit/work group is able to recruit people with the right skills.	Total Army		7	38	26	21	8	3.13	1.09	5,684
	US Military Academy		7	30	27	24	12	2.97	1.15	67
91. Compared to other organizations, how would you rate your organization as a place to work?	Total Army		23	36	26	10	4	3.64	1.07	5,806
	US Military Academy		24	36	30	4	6	3.67	1.08	67

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N
	5	4	3	2	1						
Performance Culture											
Total Army	71% 			20	51	15	11	3	3.73	0.73	6,054
US Military Academy	76% 			26	50	12	10	1	3.87	0.69	70
92. Corrective actions are taken when employees do not meet performance standards.											
Total Army	47% 			6	41	24	23	6	3.19	1.03	5,813
US Military Academy	55% 			7	48	19	21	4	3.33	1.04	67
93. My performance appraisal is a fair reflection of my performance.											
Total Army	79% 			24	55	12	6	3	3.93	0.91	5,861
US Military Academy	83% 			34	49	11	6	0	4.11	0.83	65
94. I know what is expected of me on the job.											
Total Army	85% 			29	56	8	5	2	4.06	0.85	6,023
US Military Academy	90% 			36	54	6	4	0	4.21	0.74	70

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N		
	5	4	3	2	1								
Strategic Planning*													
Total Army	68%			15%	17%	19	49	15	13	4	3.66	0.73	6,394
US Military Academy	71%			17%	13%	22	49	17	10	3	3.77	0.60	72
95. Managers communicate the organization's strategic mission, vision, and priorities.													
Total Army	66%			17%	17%	17	49	17	13	4	3.62	1.05	6,359
US Military Academy	69%			18%	13%	22	47	18	10	3	3.76	1.00	72
96. Productivity in my work group/work unit is hurt by a lack of planning.*													
Total Army	48%			22%	30%	8	39	22	24	6	3.20	1.08	6,347
US Military Academy	51%			26%	22%	8	43	26	18	4	3.33	1.01	72
97. I know how my work relates to my organization's mission and goals.													
Total Army	89%			7%		32	57	7	3	1	4.16	0.75	6,372
US Military Academy	92%			6%		35	57	6	1	1	4.22	0.74	72

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

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
Customer Satisfaction									
Total Army	87%	38	49	9	3	1	4.21	0.60	6,867
US Military Academy	90%	42	48	6	3	0	4.30	0.52	82
98. I clearly understand who my customer(s) is/are.									
Total Army	97%	55	41	2	1	0	4.50	0.62	6,799
US Military Academy	100%	56	44	0	0	0	4.56	0.50	80
99. Products and services in my work group/work unit are improved based on customer input.									
Total Army	80%	29	50	14	5	1	4.01	0.86	6,716
US Military Academy	82%	32	50	12	6	0	4.08	0.83	78
100. Customers are satisfied with the products and services my work group/work unit provides.									
Total Army	86%	29	56	11	3	1	4.11	0.74	6,740
US Military Academy	89%	39	50	8	4	0	4.24	0.75	80

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N									
		5	4	3	2	1													
Diversity	Total Army	84%	10%	6%															
	US Military Academy	86%	11%																
101. Managers/supervisors/team leaders work well with employees of different backgrounds.	Total Army	84%	10%																
	US Military Academy	85%	10%																
102. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.	Total Army	84%	10%	6%															
	US Military Academy	88%	13%																

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
<p>Harassment</p> <p>103. During the last 12 months, have you been harassed (e.g., on the basis of your gender, race, national origin, religion, age, cultural background, disability, sexual orientation) while working for the Army?</p> <p style="padding-left: 40px;">Total Army</p> <p style="padding-left: 80px;">Yes 6%</p> <p style="padding-left: 80px;">No 94%</p> <p style="padding-left: 40px;">US Military Academy</p> <p style="padding-left: 80px;">Yes 5%</p> <p style="padding-left: 80px;">No 95%</p> <p>104. If you were harassed, did you report the incident?</p> <p style="padding-left: 40px;">Total Army</p> <p style="padding-left: 80px;">Yes 9%</p> <p style="padding-left: 80px;">No 91%</p> <p style="padding-left: 40px;">US Military Academy</p> <p style="padding-left: 80px;">Yes 0%</p> <p style="padding-left: 80px;">No 100%</p> <p>105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)</p> <p style="padding-left: 40px;">Total Army</p> <p style="padding-left: 80px;">Yes 6%</p> <p style="padding-left: 80px;">No 63%</p> <p style="padding-left: 80px;">Don't Know 31%</p> <p style="padding-left: 40px;">US Military Academy</p> <p style="padding-left: 80px;">Yes Insufficient Data</p> <p style="padding-left: 80px;">No Insufficient Data</p> <p style="padding-left: 80px;">Don't Know Insufficient Data</p>		<p>↑1</p> <p>↓1</p> <p>0</p> <p>0</p> <p>↑6</p> <p>↓6</p> <p>--</p> <p>--</p> <p>↓2</p> <p>↑5</p> <p>↓3</p> <p>--</p> <p>--</p> <p>--</p>	<p>435</p> <p>6,743</p> <p>4</p> <p>83</p> <p>47</p> <p>448</p> <p>0</p> <p>6</p> <p>8</p> <p>80</p> <p>39</p> <p>0</p> <p>1</p> <p>0</p>

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Army Knowledge Online (AKO)			
106. How frequently do you access Army Knowledge Online (AKO)?			
Total Army			
Once a month or less often	42%	---	3,006
2-3 times a month	18%	---	1,298
1-2 times a week	14%	---	1,019
3-4 times a week	8%	---	553
Almost every day	10%	---	744
Does not apply – I do not access AKO	8%	---	562
US Military Academy			
Once a month or less often	52%	---	46
2-3 times a month	19%	---	17
1-2 times a week	9%	---	8
3-4 times a week	6%	---	5
Almost every day	2%	---	2
Does not apply – I do not access AKO	11%	---	10
107. How easy or difficult is it for you to navigate the AKO web site?			
Total Army			
Very difficult	4%	---	245
Difficult	13%	---	872
Neither easy nor difficult	31%	---	2,055
Easy	33%	---	2,161
Very easy	12%	---	799
Not sure – I do not use AKO very often	7%	---	489
US Military Academy			
Very difficult	3%	---	2
Difficult	9%	---	7
Neither easy nor difficult	41%	---	32
Easy	26%	---	20
Very easy	6%	---	5
Not sure – I do not use AKO very often	15%	---	12

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
108. Have you arranged to have your AKO emails forwarded? <div style="text-align: right;">Total Army</div> No 4% No, I did not know I could do that 17% Yes, to my home or personal email address 3% Yes, to my work site email address 76% <div style="text-align: right;">US Military Academy</div> No 2% No, I did not know I could do that 15% Yes, to my home or personal email address 2% Yes, to my work site email address 81%		-- -- -- -- -- -- -- --	211 895 137 3,937 1 8 1 44

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
Army Civilian Personnel OnLine (CPOL) Applications												
109. Fully Automated System for Classification (FASCLASS) contains a sufficient range of position descriptions such that I can find one that describes the work in my organization.												
Total Army	58%	25%	17%	11	47	25	12	5	--	3.47	1.00	5,287
US Military Academy	52%	28%	21%	17	34	28	14	7	--	3.41	1.14	58
110. I have been well trained by the personnel office to classify jobs in my work unit/work group.												
Total Army	22%	25%	52%	5	18	25	34	19	--	2.56	1.12	5,960
US Military Academy	19%	23%	58%	4	15	23	39	19	--	2.46	1.09	74
111. I find the information in the Personnel and Management Information Support System (PERMISS) useful.												
Total Army	46%	41%	13%	9	37	41	9	4	↓19	3.37	0.92	4,445
US Military Academy	46%	40%	14%	8	38	40	10	5	↓17	3.35	0.94	63
112. Automated tracking tools (e.g., Army Regional Tools, SF-50 Tracker) make it easy to track the status of my personnel actions.												
Total Army	39%	39%	22%	7	33	39	13	8	↓12	3.17	1.01	4,178
US Military Academy	32%	35%	33%	7	25	35	16	18	↓12	2.88	1.18	57

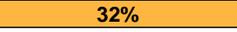
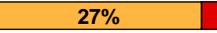
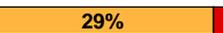
**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
113. I am satisfied with the quality of candidates generated by RESUMIX.										
Total Army	  	4	30	32	22	12	↓6	2.91	1.08	5,797
US Military Academy	  	1	30	37	23	10	↓13	2.90	0.99	71

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
114. Compared to five years ago, the quality of candidates for jobs in my work group/work unit is:			
Total Army			
Worse		--	1,408
About the same		--	4,342
Better		--	1,118
US Military Academy			
Worse		--	20
About the same		--	50
Better		--	14

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
Family Friendly Flexibilities (Importance)													
115a. How important is telework/telecommuting to you?													
Total Army	 31%	 32%	 36%		36	14	17	21	11	--	3.43	1.43	7,150
US Military Academy	 32%	 34%	 34%		34	14	18	26	8	--	3.40	1.39	88
116a. How important are alternative work schedules to you?													
Total Army	 55%	 27%	 18%		18	32	22	19	8	--	3.34	1.21	7,146
US Military Academy	 43%	 38%	 19%		19	26	17	29	9	--	3.17	1.29	89
117a. How important are child care subsidies to you?													
Total Army	 17%	 14%	 69%		69	9	8	10	5	--	4.28	1.23	7,103
US Military Academy	 9%	 18%	 73%		73	8	1	15	3	--	4.32	1.25	88
118a. How important are employee assistance programs to you?													
Total Army	 38%	 37%	 25%		25	18	20	23	14	--	3.19	1.39	7,073
US Military Academy	 33%	 42%	 26%		26	15	17	28	14	--	3.10	1.42	86
119a. How important are health and wellness programs to you?													
Total Army	 62%	 29%	 9%		9	37	25	18	10	--	3.17	1.14	7,082
US Military Academy	 56%	 29%	 14%		14	40	16	19	11	--	3.28	1.23	85

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
120a. How important are support groups to you?										
Total Army		37	14	13	20	15	--	3.38	1.52	7,111
US Military Academy		33	14	17	18	17	--	3.28	1.51	87
121a. How important are elder care programs to you?										
Total Army		44	13	13	17	13	--	3.56	1.51	7,065
US Military Academy		53	15	11	14	7	--	3.93	1.35	87

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Family Friendly Flexibilities (Availability)			
115b. Is telework/telecommuting available to you?			
Total Army			
Yes	22%	---	1,554
No	59%	---	4,251
Don't Know	19%	---	1,363
US Military Academy			
Yes	20%	---	18
No	51%	---	45
Don't Know	28%	---	25
116b. Are alternative work schedules available to you?			
Total Army			
Yes	54%	↓4	3,848
No	39%	↑3	2,818
Don't Know	7%	↑1	499
US Military Academy			
Yes	55%	↑1	49
No	31%	↓8	28
Don't Know	13%	↑6	12
117b. Are child care subsidies available to you?			
Total Army			
Yes	8%	---	573
No	42%	---	2,961
Don't Know	49%	---	3,435
US Military Academy			
Yes	14%	---	12
No	23%	---	19
Don't Know	63%	---	53

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
118b. Are employee assistance programs available to you?			
Total Army			
Yes	56%	---	3,968
No	9%	---	612
Don't Know	35%	---	2,496
US Military Academy			
Yes	69%	---	59
No	3%	---	3
Don't Know	28%	---	24
119b. Are health and wellness programs available to you?			
Total Army			
Yes	67%	---	4,810
No	15%	---	1,062
Don't Know	18%	---	1,269
US Military Academy			
Yes	70%	---	60
No	3%	---	3
Don't Know	27%	---	23
120b. Are support groups available to you?			
Total Army			
Yes	36%	---	2,478
No	14%	---	968
Don't Know	50%	---	3,506
US Military Academy			
Yes	53%	---	44
No	8%	---	7
Don't Know	39%	---	32
121b. Are elder care programs available to you?			
Total Army			
Yes	11%	---	756
No	25%	---	1,756
Don't Know	65%	---	4,604

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N								
121b. Are elder care programs available to you? US Military Academy	<table border="1" style="display: none;"> <tr> <th>Response</th> <th>Percentage</th> </tr> <tr> <td>Yes</td> <td>19%</td> </tr> <tr> <td>No</td> <td>8%</td> </tr> <tr> <td>Don't Know</td> <td>73%</td> </tr> </table>	Response	Percentage	Yes	19%	No	8%	Don't Know	73%	--- --- ---	17 7 64
Response	Percentage										
Yes	19%										
No	8%										
Don't Know	73%										

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	■ % Favorable ■ % Neutral ■ % Unfavorable			Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
	5	4	3	2	1								
Career/Retirement Plans 122. I am willing to relocate geographically for a promotion.													
	Total Army	<div style="display: flex; justify-content: space-between; width: 100%;"> 49% 16% 35% </div>			24	25	16	19	16	--	3.21	1.41	7,058
	US Military Academy	<div style="display: flex; justify-content: space-between; width: 100%;"> 37% 20% 44% </div>			20	17	20	21	23	--	2.90	1.45	87

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
123. Select the response that best matches your career plans:			
Total Army			
I intend to look for other employment outside the Army.	14%	--	991
I intend to look for other employment within the Army.	22%	--	1,539
I intend to stay in my current organization.	64%	--	4,584
US Military Academy			
I intend to look for other employment outside the Army.	9%	--	8
I intend to look for other employment within the Army.	15%	--	13
I intend to stay in my current organization.	76%	--	68
124. How long do you expect to continue working for your organization?			
Total Army			
More than 5 years	36%	--	2,564
4 – 5 years	19%	--	1,364
1 – 3 years	35%	--	2,523
Less than 1 year	10%	--	731
US Military Academy			
More than 5 years	42%	--	37
4 – 5 years	18%	--	16
1 – 3 years	33%	--	29
Less than 1 year	7%	--	6
125. Select the response that best matches your retirement plans:			
Total Army			
I plan to leave before retirement	2%	--	177
I am undecided about staying beyond my retirement eligibility date.	30%	--	2,160
I plan to stay beyond my retirement eligibility date.	31%	--	2,191
I would take an early out if offered.	16%	--	1,169
I plan to retire as soon as eligible.	21%	--	1,485

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N																				
125. Select the response that best matches your retirement plans: US Military Academy I plan to leave before retirement I am undecided about staying beyond my retirement eligibility date. I plan to stay beyond my retirement eligibility date. I would take an early out if offered. I plan to retire as soon as eligible.	<table border="1"> <tr><td>I plan to leave before retirement</td><td>5%</td></tr> <tr><td>I am undecided about staying beyond my retirement eligibility date.</td><td>39%</td></tr> <tr><td>I plan to stay beyond my retirement eligibility date.</td><td>24%</td></tr> <tr><td>I would take an early out if offered.</td><td>20%</td></tr> <tr><td>I plan to retire as soon as eligible.</td><td>13%</td></tr> </table>	I plan to leave before retirement	5%	I am undecided about staying beyond my retirement eligibility date.	39%	I plan to stay beyond my retirement eligibility date.	24%	I would take an early out if offered.	20%	I plan to retire as soon as eligible.	13%	--- --- --- --- ---	4 34 21 18 11										
I plan to leave before retirement	5%																						
I am undecided about staying beyond my retirement eligibility date.	39%																						
I plan to stay beyond my retirement eligibility date.	24%																						
I would take an early out if offered.	20%																						
I plan to retire as soon as eligible.	13%																						
126. I plan to retire in: Total Army More than 5 years 4 – 5 years 1 – 3 years Less than 1 year US Military Academy More than 5 years 4 – 5 years 1 – 3 years Less than 1 year	<table border="1"> <tr><th colspan="2">Total Army</th></tr> <tr><td>More than 5 years</td><td>60%</td></tr> <tr><td>4 – 5 years</td><td>18%</td></tr> <tr><td>1 – 3 years</td><td>18%</td></tr> <tr><td>Less than 1 year</td><td>4%</td></tr> <tr><th colspan="2">US Military Academy</th></tr> <tr><td>More than 5 years</td><td>60%</td></tr> <tr><td>4 – 5 years</td><td>17%</td></tr> <tr><td>1 – 3 years</td><td>21%</td></tr> <tr><td>Less than 1 year</td><td>2%</td></tr> </table>	Total Army		More than 5 years	60%	4 – 5 years	18%	1 – 3 years	18%	Less than 1 year	4%	US Military Academy		More than 5 years	60%	4 – 5 years	17%	1 – 3 years	21%	Less than 1 year	2%	--- --- --- --- --- --- --- ---	4,218 1,268 1,232 269 50 14 18 2
Total Army																							
More than 5 years	60%																						
4 – 5 years	18%																						
1 – 3 years	18%																						
Less than 1 year	4%																						
US Military Academy																							
More than 5 years	60%																						
4 – 5 years	17%																						
1 – 3 years	21%																						
Less than 1 year	2%																						

**Civilian Supervisors – FY03
US Military Academy**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
Feedback on Survey Results			
127. I got my command or installation results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	26%	---	1,873
No	43%	---	3,064
Don't Know	31%	---	2,256
US Military Academy			
Yes	17%	---	15
No	44%	---	39
Don't Know	39%	---	35
128. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).			
Total Army			
Yes	11%	---	777
No	18%	---	1,300
Don't Know	71%	---	5,105
US Military Academy			
Yes	4%	---	4
No	13%	---	12
Don't Know	82%	---	73