

**FY03 Army Civilian Attitude Survey  
Fort Jackson, SC  
Results for Civilian Supervisors**

**Table of Contents**

About This Report.....1  
Ten Most Favorable/Unfavorable Items .....8  
Composite Summary .....12  
Item Detail .....18  
Supplemental Item Detail .....47

# 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.).

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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  $\pm 0.4$  percentage points. This means that if 60% of the survey respondents are satisfied with a particular item, we can be very confident (95% sure) that between 59.6% and 60.4% of the civilian employee population hold the same view.

For Army civilian 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  $\pm 1.0$  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.

**Civilian Supervisors – FY03  
Fort Jackson, SC**

<b>MACOM (AF)*</b>		<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
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
<b>Region (AF)*</b>		<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
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
		<b>Population**</b>	<b>Responses</b>	<b>Response Rate</b>	<b>Margin +/-</b>
<b>Race (AF)*</b>	Non-Minority	20,279	5,751	28.36%	1.1
	Minority	5,886	1,111	18.88%	2.6
<b>Pay Plan (AF)*</b>	GS	22,503	6,426	28.56%	1.0
	WG	3,955	489	12.36%	4.1
<b>Gender (AF)*</b>	Female	6,838	1,944	28.43%	1.9
	Male	19,631	4,972	25.33%	1.2
<b>NAF</b>		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](mailto:murray.mack@asamra.hoffman.army.mil).

**Civilian Supervisors – FY03  
Fort Jackson, SC**

**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:

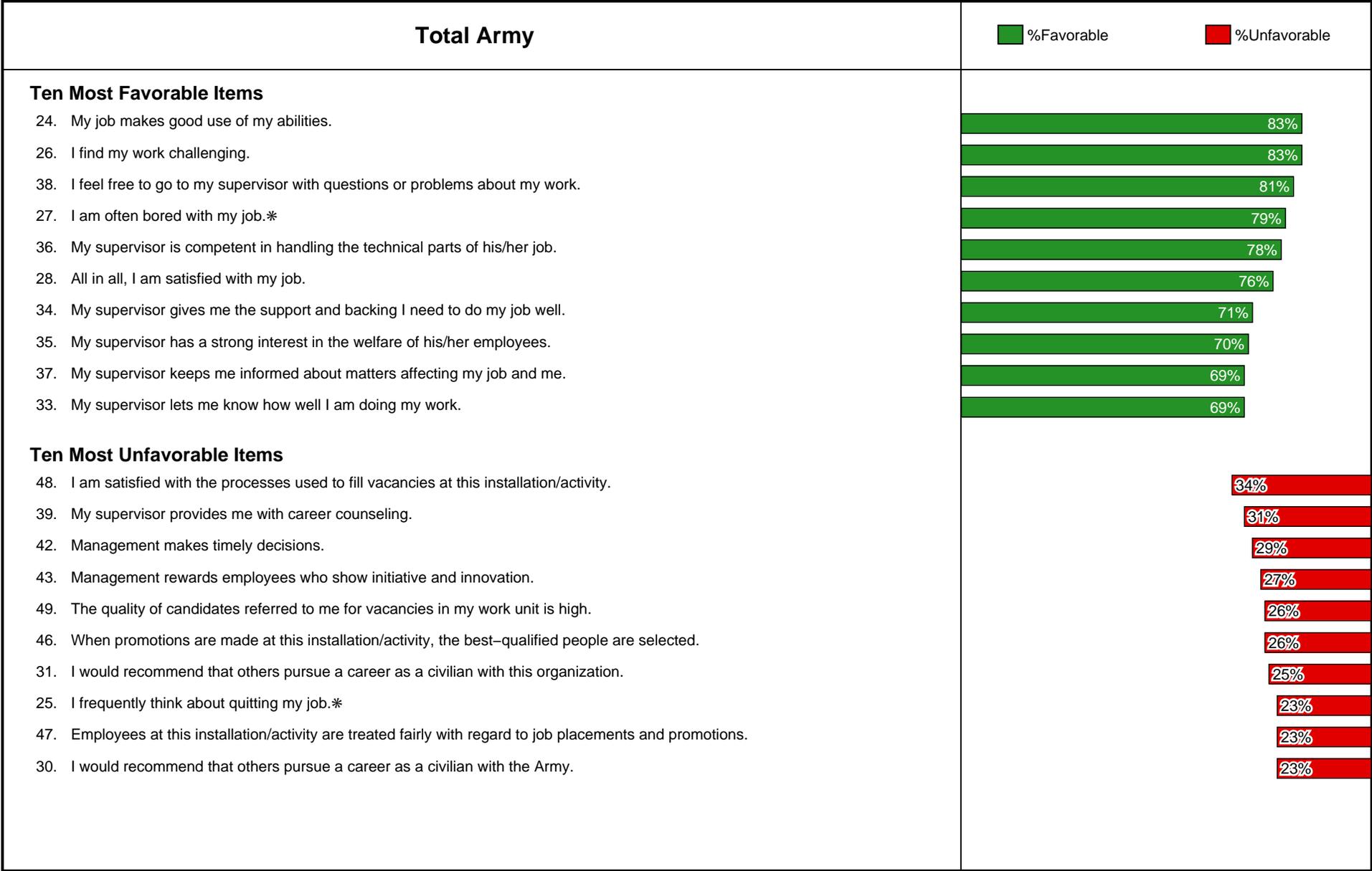
- ✓ Are certain things (for example, a frame of reference like "manager") consistently more favorable or unfavorable?
- ✓ Do you see any contradictory responses (for example, are immediate supervisors rated differently than management)?
- ✓ Are the most favorable (or unfavorable) items from a small number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

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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

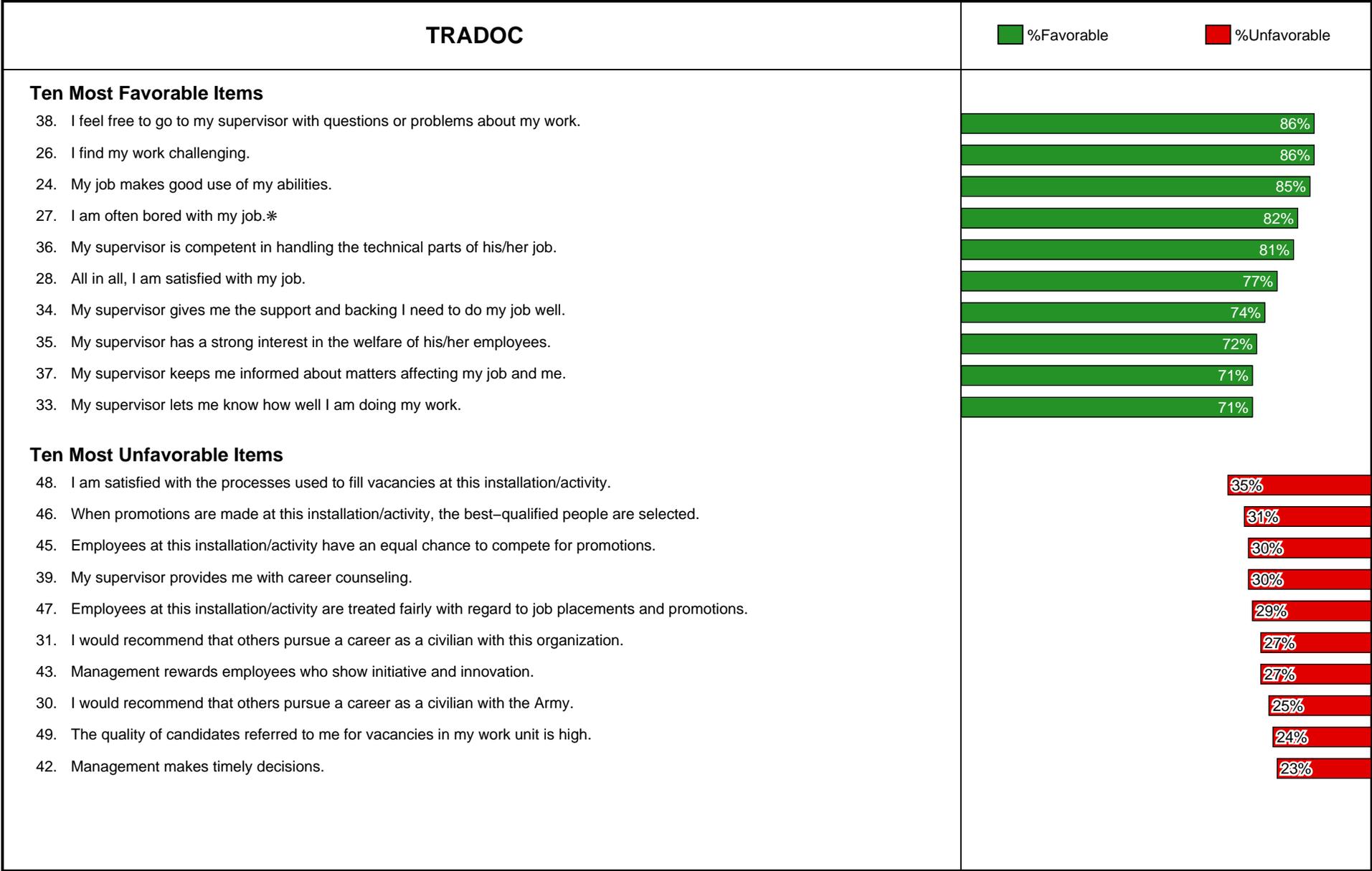
# Ten Most Favorable/Unfavorable Items

**Civilian Supervisors – FY03  
Fort Jackson, SC**



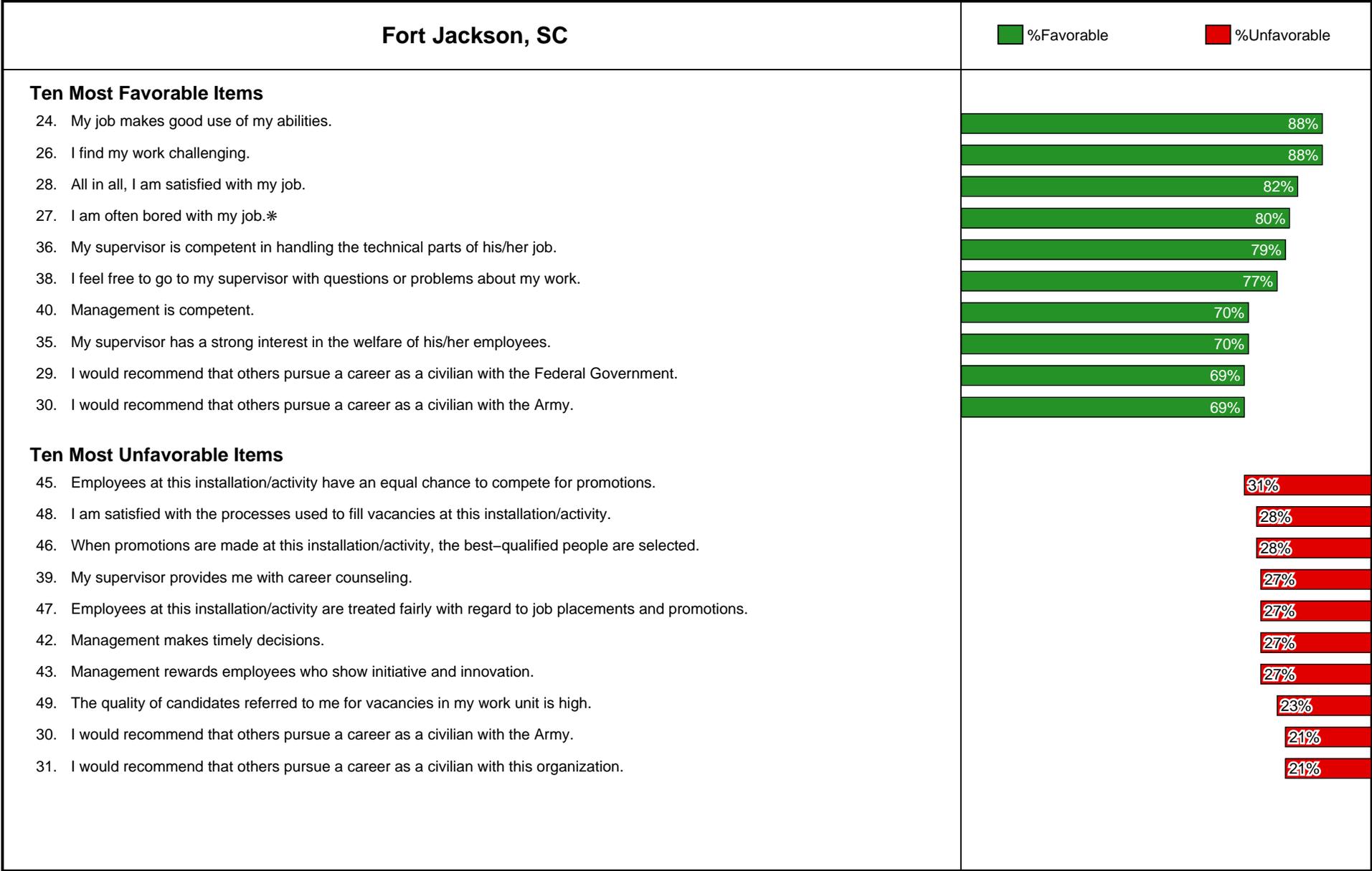
\* Item is phrased in a negative manner.

**Civilian Supervisors – FY03  
Fort Jackson, SC**



\* Item is phrased in a negative manner.

**Civilian Supervisors – FY03  
Fort Jackson, SC**



\* Item is phrased in a negative manner.

# Composite Summary

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Satisfaction with Civilian Personnel Service</b>					
Total Army	53%	24%	23%	↑3	7,343
TRADOC	56%	23%	20%	↓1	852
Fort Jackson, SC	66%	20%	14%	↑14	85
<b>Satisfaction with Job *</b>					
Total Army	76%	11%	12%	↑2	7,315
TRADOC	78%	10%	11%	↑3	853
Fort Jackson, SC	80%	11%	8%	↑5	85
<b>Satisfaction with Career</b>					
Total Army	61%	17%	22%	↑5	7,288
TRADOC	60%	15%	24%	↑9	846
Fort Jackson, SC	66%	14%	20%	↑12	84
<b>Satisfaction with Immediate Supervisor</b>					
Total Army	69%	14%	17%	0	7,286
TRADOC	71%	14%	14%	↑1	850
Fort Jackson, SC	67%	15%	18%	↑2	84

\* Composite includes reverse-scored items

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	█ = Favorable	█ = Neutral	█ = Unfavorable		
<b>Satisfaction with Management</b>					
Total Army	58%	20%	22%	0	7,264
TRADOC	61%	20%	20%	↑4	848
Fort Jackson, SC	55%	26%	19%	↓2	84
<b>Satisfaction with Job Placement/Promotion System</b>					
Total Army	49%	24%	27%	↓1	7,225
TRADOC	45%	25%	30%	↓2	840
Fort Jackson, SC	44%	28%	27%	↑4	80
<b>Satisfaction with Amount of Authority</b>					
Total Army	59%	30%	11%	↓1	7,229
TRADOC	61%	28%	12%	↑1	838
Fort Jackson, SC	56%	32%	12%	↑2	81
<b>Satisfaction with Training and Development</b>					
Total Army	65%	15%	20%	↓4	7,224
TRADOC	63%	15%	21%	↓6	842
Fort Jackson, SC	66%	17%	17%	↓1	83

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Satisfaction with Awards and Recognition</b>					
Total Army	54%	24%	22%	0	7,213
TRADOC	54%	24%	23%	↑4	839
Fort Jackson, SC	44%	31%	24%	↑4	82
<b>Satisfaction with Fairness *</b>					
Total Army	62%	23%	15%	↓1	7,090
TRADOC	60%	25%	15%	↓1	823
Fort Jackson, SC	59%	28%	13%	↑3	81
<b>Satisfaction with Physical Conditions</b>					
Total Army	72%	13%	15%	↓1	7,238
TRADOC	65%	15%	19%	↓1	842
Fort Jackson, SC	72%	14%	14%	0	82

\* Composite includes reverse-scored items

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents
	 = Favorable	 = Neutral	 = Unfavorable		
<b>Your Organization *</b>					
Total Army	60%	18%	22%	--	5,998
TRADOC	60%	18%	22%	--	698
Fort Jackson, SC	57%	20%	23%	--	68
<b>Performance Culture</b>					
Total Army	71%	15%	14%	--	6,054
TRADOC	73%	15%	13%	--	703
Fort Jackson, SC	73%	10%	17%	--	67
<b>Strategic Planning *</b>					
Total Army	68%	15%	17%	--	6,394
TRADOC	68%	15%	17%	--	733
Fort Jackson, SC	70%	15%	15%	--	68
<b>Customer Satisfaction</b>					
Total Army	87%	9%	4%	--	6,867
TRADOC	87%	9%	4%	--	792
Fort Jackson, SC	87%	9%	4%	--	75

\* Composite includes reverse-scored items

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Composite Summary	PERCENT OF RESPONDENTS			Pct Fav Diff from 2001	Number of Respondents	
	<span style="color: green;">■</span> = Favorable	<span style="color: orange;">■</span> = Neutral	<span style="color: red;">■</span> = Unfavorable			
Diversity	Total Army	84%	10%	6%	↑1	7,176
	TRADOC	85%	10%	5%	↑3	841
	Fort Jackson, SC	81%	11%	8%	↑8	81

# Item Detail

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N												
1. My immediate supervisor is:	<table border="1" style="display: none;"> <caption>PERCENT OF EMPLOYEES SELECTING RESPONSE</caption> <thead> <tr> <th>Category</th> <th>Military (%)</th> <th>Civilian (%)</th> </tr> </thead> <tbody> <tr> <td>Total Army</td> <td>28%</td> <td>72%</td> </tr> <tr> <td>TRADOC</td> <td>37%</td> <td>63%</td> </tr> <tr> <td>Fort Jackson, SC</td> <td>41%</td> <td>59%</td> </tr> </tbody> </table>	Category	Military (%)	Civilian (%)	Total Army	28%	72%	TRADOC	37%	63%	Fort Jackson, SC	41%	59%	↓2 ↑2 ↑3 ↓3 ↑7 ↓7	1,381 3,481 214 366 24 34
		Category	Military (%)	Civilian (%)											
		Total Army	28%	72%											
		TRADOC	37%	63%											
		Fort Jackson, SC	41%	59%											
		<b>Total Army</b>													
		Military													
		Civilian													
<b>TRADOC</b>															
Military															
Civilian															
<b>Fort Jackson, SC</b>															
Military															
Civilian															

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N									
		5	4	3	2	1													
<b>Satisfaction with Civilian Personnel Service</b>	<b>Total Army</b>	<b>53%</b>	<b>24%</b>	<b>23%</b>															
	<b>TRADOC</b>	<b>56%</b>	<b>23%</b>	<b>20%</b>															
	<b>Fort Jackson, SC</b>	<b>66%</b>	<b>20%</b>	<b>14%</b>															
2. The personnel office keeps me informed about the status of personnel actions.	<b>Total Army</b>	<b>53%</b>	<b>15%</b>	<b>31%</b>															
	<b>TRADOC</b>	<b>55%</b>	<b>17%</b>	<b>27%</b>															
	<b>Fort Jackson, SC</b>	<b>74%</b>	<b>13%</b>	<b>13%</b>															
3. The staff who provides personnel services have a good understanding of my work unit's operation and mission.	<b>Total Army</b>	<b>49%</b>	<b>20%</b>	<b>31%</b>															
	<b>TRADOC</b>	<b>52%</b>	<b>21%</b>	<b>27%</b>															
	<b>Fort Jackson, SC</b>	<b>58%</b>	<b>24%</b>	<b>18%</b>															
4. The personnel office refers a reasonable number of candidates for vacancies.	<b>Total Army</b>	<b>62%</b>	<b>20%</b>	<b>17%</b>															
	<b>TRADOC</b>	<b>63%</b>	<b>20%</b>	<b>17%</b>															
	<b>Fort Jackson, SC</b>	<b>68%</b>	<b>22%</b>	<b>10%</b>															

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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.	<b>Total Army</b>	<b>46%</b>	<b>19%</b>	<b>35%</b>	9	37	19	23	13	↑6	3.07	1.21	6,818
	<b>TRADOC</b>	<b>48%</b>	<b>19%</b>	<b>33%</b>	11	37	19	21	12	↑3	3.13	1.22	777
	<b>Fort Jackson, SC</b>	<b>63%</b>	<b>20%</b>	<b>17%</b>	15	48	20	12	5	↑17	3.55	1.06	75
6. The personnel office refers high quality candidates for vacancies.	<b>Total Army</b>	<b>41%</b>	<b>31%</b>	<b>28%</b>	7	34	31	19	9	↑3	3.11	1.07	6,838
	<b>TRADOC</b>	<b>44%</b>	<b>29%</b>	<b>27%</b>	8	36	29	17	10	↑2	3.14	1.10	778
	<b>Fort Jackson, SC</b>	<b>41%</b>	<b>35%</b>	<b>24%</b>	9	32	35	16	8	↑4	3.19	1.07	75
7. The personnel office treats people courteously.	<b>Total Army</b>	<b>77%</b>	<b>14%</b>	<b>8%</b>	25	52	14	5	3	↑1	3.91	0.94	7,176
	<b>TRADOC</b>	<b>79%</b>	<b>14%</b>	<b>6%</b>	28	51	14	4	3	↓4	3.99	0.90	833
	<b>Fort Jackson, SC</b>	<b>82%</b>	<b>12%</b>	<b>6%</b>	25	57	12	0	6	↑2	3.95	0.96	84
8. The personnel office keeps people informed (through automated or manual means) about important changes in personnel rules and benefits.	<b>Total Army</b>	<b>64%</b>	<b>17%</b>	<b>19%</b>	18	47	17	13	6	↑3	3.57	1.10	7,245
	<b>TRADOC</b>	<b>65%</b>	<b>16%</b>	<b>19%</b>	19	47	16	13	6	↓5	3.60	1.11	840
	<b>Fort Jackson, SC</b>	<b>79%</b>	<b>11%</b>	<b>11%</b>	26	53	11	7	4	↑14	3.91	0.98	85

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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.	<b>Total Army</b>		17	38	17	18	10	↑4	3.34	1.23	7,223
	<b>TRADOC</b>		19	39	15	17	9	0	3.42	1.24	836
	<b>Fort Jackson, SC</b>		28	41	11	15	5	↑14	3.73	1.17	82
10. The staff of the personnel office acts with integrity.	<b>Total Army</b>		24	47	21	5	3	↑1	3.84	0.96	7,066
	<b>TRADOC</b>		25	47	21	4	3	↓3	3.87	0.95	813
	<b>Fort Jackson, SC</b>		31	46	17	2	4	↑7	3.99	0.96	83
11. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits).	<b>Total Army</b>		20	44	17	12	7	↑1	3.59	1.13	7,101
	<b>TRADOC</b>		23	46	16	9	5	↓1	3.73	1.08	818
	<b>Fort Jackson, SC</b>		32	47	6	10	5	↑17	3.91	1.11	81

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
12. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on recruitment.	<b>Total Army</b>		11	35	25	20	9	↑6	3.19	1.14	6,757
	<b>TRADOC</b>		14	35	25	18	8	↑2	3.28	1.15	770
	<b>Fort Jackson, SC</b>		17	43	24	10	7	↑13	3.53	1.10	72
13. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on job classification.	<b>Total Army</b>		10	34	27	18	10	↑5	3.16	1.14	6,437
	<b>TRADOC</b>		13	35	26	16	9	0	3.27	1.16	744
	<b>Fort Jackson, SC</b>		15	40	24	11	10	↑8	3.40	1.17	72
14. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on advising on reorganizations.	<b>Total Army</b>		10	30	34	16	9	↑4	3.16	1.10	5,513
	<b>TRADOC</b>		14	29	34	14	9	↓2	3.24	1.13	670
	<b>Fort Jackson, SC</b>		17	34	30	13	6	↑7	3.44	1.11	64

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
15. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on handling reduction-in-force.	<b>Total Army</b>		12	28	44	10	6	↓1	3.32	1.00	4,116
	<b>TRADOC</b>		18	32	38	8	5	↓6	3.50	1.03	596
	<b>Fort Jackson, SC</b>		16	33	41	6	4	↑1	3.51	0.98	49
16. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on planning and projecting human resource needs.	<b>Total Army</b>		8	26	38	18	10	↑4	3.05	1.08	5,377
	<b>TRADOC</b>		11	28	38	15	9	↓3	3.17	1.09	662
	<b>Fort Jackson, SC</b>		14	39	30	6	11	↑23	3.39	1.15	64
17. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation.	<b>Total Army</b>		13	38	22	17	10	↑4	3.28	1.18	6,815
	<b>TRADOC</b>		16	39	22	14	8	0	3.41	1.16	792
	<b>Fort Jackson, SC</b>		16	56	12	9	8	↑20	3.62	1.10	77

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
18. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on discipline, complaints, and performance management.	<b>Total Army</b>	<b>53%</b>	<b>29%</b>	<b>19%</b>	13	39	29	12	7	↑3	3.41	1.07	6,379
	<b>TRADOC</b>	<b>56%</b>	<b>27%</b>	<b>17%</b>	17	40	27	11	6	↓1	3.51	1.07	734
	<b>Fort Jackson, SC</b>	<b>67%</b>	<b>18%</b>	<b>15%</b>	26	40	18	10	6	↑15	3.72	1.13	72
19. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on training.	<b>Total Army</b>	<b>52%</b>	<b>28%</b>	<b>20%</b>	11	41	28	14	7	↑1	3.36	1.05	6,714
	<b>TRADOC</b>	<b>52%</b>	<b>26%</b>	<b>22%</b>	12	41	26	15	7	↓1	3.36	1.08	781
	<b>Fort Jackson, SC</b>	<b>63%</b>	<b>20%</b>	<b>17%</b>	19	44	20	9	8	↑16	3.56	1.14	75
20. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on awards.	<b>Total Army</b>	<b>55%</b>	<b>28%</b>	<b>17%</b>	11	44	28	11	6	↑2	3.43	1.02	6,770
	<b>TRADOC</b>	<b>59%</b>	<b>25%</b>	<b>16%</b>	14	45	25	11	5	↑3	3.51	1.03	784
	<b>Fort Jackson, SC</b>	<b>67%</b>	<b>21%</b>	<b>13%</b>	18	49	21	8	4	↑23	3.68	1.00	72

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
21. Based on your recent experiences with the personnel office, rate the overall quality and timeliness of service on labor relations.										
<b>Total Army</b>		14	40	31	9	6	↑2	3.47	1.02	5,991
<b>TRADOC</b>		17	40	29	8	5	0	3.56	1.03	712
<b>Fort Jackson, SC</b>		24	41	27	3	5	↑13	3.77	1.00	66
22. Overall, the quality of service given by the personnel office is:										
<b>Total Army</b>		12	43	24	15	6	↑3	3.42	1.06	7,095
<b>TRADOC</b>		16	43	24	13	5	↓3	3.53	1.05	819
<b>Fort Jackson, SC</b>		20	50	18	7	5	↑17	3.72	1.03	76
23. Overall, the timeliness of service given by the personnel office is:										
<b>Total Army</b>		11	39	23	19	9	↑5	3.23	1.14	7,104
<b>TRADOC</b>		15	39	22	16	8	↑1	3.36	1.16	815
<b>Fort Jackson, SC</b>		19	47	19	9	5	↑19	3.66	1.06	77

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
<b>Satisfaction with Job*</b>												
<b>Total Army</b>	<b>76%</b>	<b>11%</b>	<b>12%</b>	35	41	11	9	4	↑2	3.96	0.83	7,315
<b>TRADOC</b>	<b>78%</b>	<b>10%</b>	<b>11%</b>	38	40	10	8	3	↑3	4.02	0.80	853
<b>Fort Jackson, SC</b>	<b>80%</b>	<b>11%</b>	<b>8%</b>	33	47	11	6	2	↑5	4.02	0.70	85
24. My job makes good use of my abilities.												
<b>Total Army</b>	<b>83%</b>	<b>7%</b>	<b>11%</b>	36	47	7	7	3	↑1	4.04	1.01	7,301
<b>TRADOC</b>	<b>85%</b>	<b>6%</b>	<b>9%</b>	41	45	6	6	3	↑1	4.14	0.98	847
<b>Fort Jackson, SC</b>	<b>88%</b>	<b>8%</b>		39	49	4	5	4	↑9	4.14	0.96	83
25. I frequently think about quitting my job.*												
<b>Total Army</b>	<b>61%</b>	<b>16%</b>	<b>23%</b>	31	30	16	16	7	↑4	3.61	1.27	7,237
<b>TRADOC</b>	<b>62%</b>	<b>16%</b>	<b>22%</b>	32	30	16	16	6	↑7	3.66	1.25	848
<b>Fort Jackson, SC</b>	<b>64%</b>	<b>19%</b>	<b>17%</b>	30	35	19	14	2	↑9	3.75	1.11	84
26. I find my work challenging.												
<b>Total Army</b>	<b>83%</b>	<b>10%</b>	<b>7%</b>	37	46	10	5	2	↑1	4.11	0.91	7,304
<b>TRADOC</b>	<b>86%</b>	<b>8%</b>	<b>7%</b>	39	47	8	5	2	↑1	4.16	0.88	851
<b>Fort Jackson, SC</b>	<b>88%</b>	<b>8%</b>		30	58	8	1	2	↑2	4.12	0.80	84

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

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
27. I am often bored with my job.*										
<b>Total Army</b>	<b>79%</b>  <b>11%</b>  <b>9%</b> 	43	36	11	7	2	↑5	4.10	1.01	7,248
<b>TRADOC</b>	<b>82%</b>  <b>8%</b>  <b>10%</b> 	45	36	8	8	2	↑7	4.16	1.00	851
<b>Fort Jackson, SC</b>	<b>80%</b>  <b>14%</b>  <b>6%</b> 	42	37	14	6	0	↑1	4.16	0.89	83
28. All in all, I am satisfied with my job.										
<b>Total Army</b>	<b>76%</b>  <b>13%</b>  <b>11%</b> 	30	46	13	8	3	0	3.92	1.02	7,302
<b>TRADOC</b>	<b>77%</b>  <b>14%</b>  <b>9%</b> 	35	42	14	6	3	↑1	4.00	0.99	849
<b>Fort Jackson, SC</b>	<b>82%</b>  <b>11%</b>  <b>7%</b> 	26	56	11	6	1	↑6	4.00	0.85	84

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Career</b>	<b>Total Army</b>	<b>61%</b>	<b>17%</b>	<b>22%</b>	19	41	17	14	8	↑5	3.49	1.10	7,288
	<b>TRADOC</b>	<b>60%</b>	<b>15%</b>	<b>24%</b>	20	41	15	15	9	↑9	3.47	1.14	846
	<b>Fort Jackson, SC</b>	<b>66%</b>	<b>14%</b>	<b>20%</b>	23	43	14	10	10	↑12	3.61	1.17	84
29. I would recommend that others pursue a career as a civilian with the Federal Government.	<b>Total Army</b>	<b>66%</b>	<b>16%</b>	<b>18%</b>	20	46	16	12	6	↑6	3.62	1.12	7,280
	<b>TRADOC</b>	<b>64%</b>	<b>15%</b>	<b>21%</b>	20	43	15	14	8	↑10	3.55	1.18	844
	<b>Fort Jackson, SC</b>	<b>69%</b>	<b>13%</b>	<b>18%</b>	25	43	13	10	8	↑10	3.67	1.20	83
30. I would recommend that others pursue a career as a civilian with the Army.	<b>Total Army</b>	<b>59%</b>	<b>18%</b>	<b>23%</b>	18	41	18	15	9	↑5	3.45	1.19	7,262
	<b>TRADOC</b>	<b>61%</b>	<b>15%</b>	<b>25%</b>	20	41	15	15	10	↑12	3.46	1.23	844
	<b>Fort Jackson, SC</b>	<b>69%</b>	<b>10%</b>	<b>21%</b>	25	44	10	10	12	↑15	3.61	1.29	84
31. I would recommend that others pursue a career as a civilian with this organization.	<b>Total Army</b>	<b>56%</b>	<b>18%</b>	<b>25%</b>	19	37	18	15	10	↑3	3.40	1.24	7,256
	<b>TRADOC</b>	<b>57%</b>	<b>16%</b>	<b>27%</b>	20	37	16	16	10	↑9	3.41	1.26	843
	<b>Fort Jackson, SC</b>	<b>61%</b>	<b>18%</b>	<b>21%</b>	20	41	18	11	10	↑11	3.50	1.21	82

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Immediate Supervisor</b>	<b>Total Army</b>	69%	14%	17%	29	40	14	10	7	0	3.74	0.99	7,286
	<b>TRADOC</b>	71%	14%	14%	33	38	14	10	5	↑1	3.85	0.93	850
	<b>Fort Jackson, SC</b>	67%	15%	18%	27	39	15	9	9	↑2	3.67	1.07	84
32. My supervisor clearly outlines the goals and priorities for my work.													
	<b>Total Army</b>	65%	15%	20%	22	43	15	14	6	↓1	3.60	1.15	7,259
	<b>TRADOC</b>	68%	13%	18%	25	43	13	13	5	↑2	3.70	1.14	848
	<b>Fort Jackson, SC</b>	65%	14%	20%	20	45	14	11	10	0	3.56	1.21	84
33. My supervisor lets me know how well I am doing my work.													
	<b>Total Army</b>	69%	14%	17%	25	45	14	11	6	↑1	3.71	1.13	7,266
	<b>TRADOC</b>	71%	14%	15%	28	43	14	11	4	↑2	3.80	1.08	848
	<b>Fort Jackson, SC</b>	67%	14%	19%	21	45	14	10	10	↑3	3.60	1.20	84
34. My supervisor gives me the support and backing I need to do my job well.													
	<b>Total Army</b>	71%	13%	16%	31	40	13	9	7	0	3.80	1.17	7,267
	<b>TRADOC</b>	74%	14%	12%	34	40	14	8	4	↑1	3.91	1.08	849
	<b>Fort Jackson, SC</b>	65%	15%	19%	23	43	15	12	7	↑2	3.62	1.17	84

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
35. My supervisor has a strong interest in the welfare of his/her employees.	<b>Total Army</b>	<b>70%</b>	<b>15%</b>	<b>15%</b>			↓1	3.82	1.17	7,246
	<b>TRADOC</b>	<b>72%</b>	<b>17%</b>	<b>11%</b>			0	3.93	1.09	847
	<b>Fort Jackson, SC</b>	<b>70%</b>	<b>14%</b>	<b>15%</b>			↑2	3.74	1.21	84
36. My supervisor is competent in handling the technical parts of his/her job.	<b>Total Army</b>	<b>78%</b>	<b>11%</b>	<b>11%</b>			0	3.99	1.05	7,220
	<b>TRADOC</b>	<b>81%</b>	<b>11%</b>	<b>8%</b>			↑1	4.12	0.97	841
	<b>Fort Jackson, SC</b>	<b>79%</b>	<b>8%</b>	<b>13%</b>			↑3	3.98	1.20	84
37. My supervisor keeps me informed about matters affecting my job and me.	<b>Total Army</b>	<b>69%</b>	<b>15%</b>	<b>16%</b>			↓1	3.73	1.15	7,242
	<b>TRADOC</b>	<b>71%</b>	<b>14%</b>	<b>15%</b>			↑1	3.83	1.13	847
	<b>Fort Jackson, SC</b>	<b>67%</b>	<b>16%</b>	<b>17%</b>			0	3.67	1.22	83
38. I feel free to go to my supervisor with questions or problems about my work.	<b>Total Army</b>	<b>81%</b>	<b>8%</b>	<b>11%</b>			0	4.07	1.08	7,264
	<b>TRADOC</b>	<b>86%</b>	<b>7%</b>	<b>7%</b>			↑3	4.24	0.92	848
	<b>Fort Jackson, SC</b>	<b>77%</b>	<b>10%</b>	<b>13%</b>			0	4.00	1.10	83

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
39. My supervisor provides me with career counseling.										
<b>Total Army</b>	 45%  24%  31%	16	29	24	19	12	↑1	3.18	1.26	7,089
<b>TRADOC</b>	 45%  26%  30%	19	26	26	19	11	0	3.24	1.26	826
<b>Fort Jackson, SC</b>	 42%  31%  27%	19	23	31	12	15	0	3.18	1.31	84

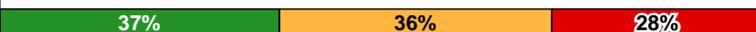
**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Management</b>	<b>Total Army</b>	58%	20%	22%	17	41	20	15	8	0	3.44	1.01	7,264
	<b>TRADOC</b>	61%	20%	20%	22	38	20	14	6	↑4	3.58	1.00	848
	<b>Fort Jackson, SC</b>	55%	26%	19%	21	34	26	13	6	↓2	3.51	1.00	84
40. Management is competent.													
	<b>Total Army</b>	67%	17%	15%	20	47	17	10	5	↓1	3.67	1.08	7,237
	<b>TRADOC</b>	71%	17%	12%	25	46	17	8	4	↑2	3.81	1.03	844
	<b>Fort Jackson, SC</b>	70%	17%	13%	30	40	17	10	4	0	3.83	1.08	83
41. Management treats employees with respect and consideration.													
	<b>Total Army</b>	65%	16%	19%	21	44	16	12	7	0	3.61	1.15	7,235
	<b>TRADOC</b>	67%	17%	15%	27	40	17	11	5	↑4	3.74	1.10	844
	<b>Fort Jackson, SC</b>	61%	23%	16%	28	34	23	11	5	↓3	3.69	1.14	83
42. Management makes timely decisions.													
	<b>Total Army</b>	48%	23%	29%	13	35	23	20	9	0	3.22	1.18	7,222
	<b>TRADOC</b>	54%	23%	23%	18	35	23	16	7	↑6	3.42	1.16	842
	<b>Fort Jackson, SC</b>	43%	30%	27%	16	27	30	20	7	↓1	3.24	1.16	82

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
43. Management rewards employees who show initiative and innovation.										
<b>Total Army</b>		15	36	22	17	10	↑1	3.30	1.21	7,162
<b>TRADOC</b>		21	32	21	19	8	↑6	3.38	1.23	836
<b>Fort Jackson, SC</b>		15	28	30	17	10	↓4	3.21	1.18	82
44. Management keeps employees informed.										
<b>Total Army</b>		15	42	22	14	8	↓3	3.40	1.14	7,206
<b>TRADOC</b>		21	37	20	16	6	↑3	3.52	1.15	842
<b>Fort Jackson, SC</b>		16	40	29	9	6	↓3	3.51	1.06	82

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
<b>Satisfaction with Job Placement/Promotion System</b>										
Total Army		11	38	24	18	9	↓1	3.25	0.97	7,225
TRADOC		11	33	25	19	11	↓2	3.14	1.01	840
Fort Jackson, SC		10	34	28	16	12	↑4	3.15	1.03	80
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
TRADOC		14	38	18	18	12	↓3	3.24	1.24	829
Fort Jackson, SC		10	39	20	14	18	↓6	3.10	1.28	80
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
TRADOC		10	30	29	21	11	↓3	3.08	1.15	818
Fort Jackson, SC		9	28	36	16	12	↑3	3.07	1.14	76
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
TRADOC		12	32	27	19	10	↓5	3.17	1.16	816
Fort Jackson, SC		10	36	27	18	9	↑7	3.21	1.13	78

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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.	<b>Total Army</b>	<b>43%</b>	<b>23%</b>	<b>34%</b>	10	34	23	22	12	↑1	3.06	1.20	7,074
	<b>TRADOC</b>	<b>41%</b>	<b>23%</b>	<b>35%</b>	11	30	23	21	14	0	3.03	1.23	827
	<b>Fort Jackson, SC</b>	<b>42%</b>	<b>29%</b>	<b>28%</b>	9	33	29	15	13	↑6	3.10	1.17	78
49. The quality of candidates referred to me for vacancies in my work unit is high.	<b>Total Army</b>	<b>45%</b>	<b>30%</b>	<b>26%</b>	8	37	30	19	7	↑3	3.19	1.06	6,577
	<b>TRADOC</b>	<b>46%</b>	<b>30%</b>	<b>24%</b>	9	37	30	17	8	↑1	3.23	1.08	760
	<b>Fort Jackson, SC</b>	<b>48%</b>	<b>30%</b>	<b>23%</b>	13	35	30	15	7	↑11	3.31	1.10	71

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	<span style="color: green;">■</span> % All I Need <span style="color: orange;">■</span> % Some, but not enough <span style="color: red;">■</span> % None			Category Percents			Pct Fav Diff from 2001	Mean	Std Dev	Valid N
	3	2	1							
<b>Satisfaction with Amount of Authority</b>										
Total Army	59%	30%	11%	59	30	11	↓1	2.48	0.43	7,229
TRADOC	61%	28%	12%	61	28	12	↑1	2.49	0.44	838
Fort Jackson, SC	56%	32%	12%	56	32	12	↑2	2.45	0.46	81
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
TRADOC	50%	33%	17%	50	33	17	↓3	2.32	0.75	780
Fort Jackson, SC	44%	39%	17%	44	39	17	↓6	2.28	0.74	72
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
TRADOC	50%	37%	13%	50	37	13	↓2	2.37	0.70	784
Fort Jackson, SC	51%	32%	17%	51	32	17	↑7	2.34	0.76	76
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
TRADOC	39%	35%	26%	39	35	26	↓4	2.13	0.79	789
Fort Jackson, SC	31%	36%	33%	31	36	33	↓7	1.97	0.80	75

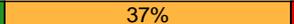
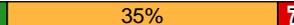
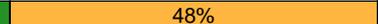
**Civilian Supervisors – FY03  
Fort Jackson, SC**

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?								
<b>Total Army</b>	85% 13%	85	13	2	↓1	2.83	0.42	7,142
<b>TRADOC</b>	83% 16%	83	16	1	↓4	2.81	0.42	827
<b>Fort Jackson, SC</b>	81% 15%	81	15	4	0	2.78	0.50	80
54. How much authority do you have to carry out evaluating work performance?								
<b>Total Army</b>	84% 13%	84	13	3	↓2	2.82	0.45	7,132
<b>TRADOC</b>	87% 11%	87	11	2	↓1	2.84	0.42	825
<b>Fort Jackson, SC</b>	84% 15%	84	15	1	↑1	2.83	0.41	81
55. How much authority do you have to carry out giving monetary and honorary performance awards?								
<b>Total Army</b>	51% 37% 12%	51	37	12	↑1	2.39	0.69	7,013
<b>TRADOC</b>	51% 36% 13%	51	36	13	↑9	2.39	0.70	807
<b>Fort Jackson, SC</b>	36% 52% 12%	36	52	12	↑1	2.25	0.65	77
56. How much authority do you have to carry out firing people?								
<b>Total Army</b>	33% 34% 33%	33	34	33	↑1	2.00	0.81	6,039
<b>TRADOC</b>	36% 29% 35%	36	29	35	↑3	2.01	0.85	677
<b>Fort Jackson, SC</b>	40% 28% 32%	40	28	32	↑12	2.07	0.85	68

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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?								
<b>Total Army</b>	86% 11%	86	11	3	↓1	2.83	0.45	7,088
<b>TRADOC</b>	88% 9%	88	9	3	↑1	2.85	0.43	817
<b>Fort Jackson, SC</b>	85% 11%	85	11	4	↑7	2.81	0.48	80
58. How much authority do you have to carry out taking disciplinary action?								
<b>Total Army</b>	60% 31% 9%	60	31	9	0	2.51	0.65	6,709
<b>TRADOC</b>	63% 28% 10%	63	28	10	↑2	2.53	0.66	760
<b>Fort Jackson, SC</b>	57% 38%	57	38	5	↑4	2.52	0.60	79
59. How much authority do you have to carry out taking action to improve substandard performance?								
<b>Total Army</b>	61% 33% 6%	61	33	6	↓1	2.55	0.61	6,847
<b>TRADOC</b>	65% 29% 6%	65	29	6	↑2	2.59	0.60	781
<b>Fort Jackson, SC</b>	61% 29% 11%	61	29	11	↑4	2.50	0.68	76
60. How much authority do you have to carry out getting employees the training they need?								
<b>Total Army</b>	52% 40% 8%	52	40	8	↑1	2.44	0.64	7,079
<b>TRADOC</b>	51% 39% 10%	51	39	10	↑4	2.41	0.66	814
<b>Fort Jackson, SC</b>	46% 44% 10%	46	44	10	↑7	2.36	0.66	80

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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?								
<b>Total Army</b>	 55%  37%  8%	55	37	8	↓2	2.48	0.63	7,038
<b>TRADOC</b>	 58%  35%  7%	58	35	7	↓2	2.51	0.62	817
<b>Fort Jackson, SC</b>	 48%  48%  4%	48	48	5	↓9	2.43	0.59	80

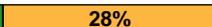
**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Training and Development</b>	<b>Total Army</b>	<b>65%</b>	<b>15%</b>	<b>20%</b>	24	41	15	16	4	↓4	3.64	0.88	7,224
	<b>TRADOC</b>	<b>63%</b>	<b>15%</b>	<b>21%</b>	25	38	15	17	4	↓6	3.63	0.92	842
	<b>Fort Jackson, SC</b>	<b>66%</b>	<b>17%</b>	<b>17%</b>	26	40	17	14	3	↓1	3.70	0.91	83
62. I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader.	<b>Total Army</b>	<b>80%</b>	<b>9%</b>	<b>11%</b>	36	43	9	9	2	↓3	4.03	1.00	7,214
	<b>TRADOC</b>	<b>80%</b>	<b>9%</b>	<b>11%</b>	39	41	9	10	2	↓4	4.06	1.00	839
	<b>Fort Jackson, SC</b>	<b>80%</b>	<b>7%</b>	<b>12%</b>	36	44	7	12	0	0	4.04	0.97	81
63. I have had enough training in civilian personnel administrative procedures.	<b>Total Army</b>	<b>55%</b>	<b>18%</b>	<b>28%</b>	18	37	18	22	5	↓5	3.40	1.16	7,184
	<b>TRADOC</b>	<b>54%</b>	<b>18%</b>	<b>27%</b>	20	34	18	22	6	↓10	3.41	1.19	840
	<b>Fort Jackson, SC</b>	<b>63%</b>	<b>19%</b>	<b>19%</b>	25	38	19	16	2	↓2	3.67	1.10	81
64. I am able to get timely and quality training for my subordinates.	<b>Total Army</b>	<b>60%</b>	<b>19%</b>	<b>21%</b>	17	42	19	17	5	↓2	3.51	1.10	7,096
	<b>TRADOC</b>	<b>56%</b>	<b>19%</b>	<b>25%</b>	17	38	19	20	5	↓2	3.42	1.15	829
	<b>Fort Jackson, SC</b>	<b>55%</b>	<b>26%</b>	<b>20%</b>	18	37	26	13	6	0	3.48	1.12	82

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Awards and Recognition</b>	<b>Total Army</b>	<b>54%</b>	<b>24%</b>	<b>22%</b>	15	39	24	15	7	0	3.40	1.00	7,213
	<b>TRADOC</b>	<b>54%</b>	<b>24%</b>	<b>23%</b>	19	35	24	16	7	↑4	3.43	1.02	839
	<b>Fort Jackson, SC</b>	<b>44%</b>	<b>31%</b>	<b>24%</b>	14	30	31	15	9	↑4	3.22	1.06	82
65. When I do a good job, it is recognized.	<b>Total Army</b>	<b>62%</b>	<b>19%</b>	<b>19%</b>	19	43	19	13	6	↓1	3.55	1.12	7,190
	<b>TRADOC</b>	<b>63%</b>	<b>18%</b>	<b>18%</b>	22	41	18	13	5	↑2	3.62	1.13	838
	<b>Fort Jackson, SC</b>	<b>56%</b>	<b>22%</b>	<b>22%</b>	15	41	22	11	11	↑5	3.38	1.19	82
66. When awards are given, they go to the people who earned them.	<b>Total Army</b>	<b>53%</b>	<b>25%</b>	<b>22%</b>	14	39	25	16	6	↑3	3.39	1.10	7,078
	<b>TRADOC</b>	<b>55%</b>	<b>22%</b>	<b>23%</b>	19	35	22	17	6	↑7	3.45	1.15	827
	<b>Fort Jackson, SC</b>	<b>44%</b>	<b>33%</b>	<b>24%</b>	14	30	33	16	8	↑6	3.26	1.12	80
67. Employees at this installation/activity are treated fairly with regard to awards.	<b>Total Army</b>	<b>50%</b>	<b>25%</b>	<b>24%</b>	14	37	25	17	7	↓1	3.32	1.12	6,981
	<b>TRADOC</b>	<b>48%</b>	<b>27%</b>	<b>26%</b>	16	31	27	19	6	↑4	3.33	1.14	802
	<b>Fort Jackson, SC</b>	<b>39%</b>	<b>38%</b>	<b>23%</b>	13	26	38	17	6	↑3	3.22	1.08	77

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
68. If I perform my job especially well, I will receive an award.										
<b>Total Army</b>	  	15	36	25	16	8	↓1	3.34	1.15	7,029
<b>TRADOC</b>	  	17	31	28	15	9	↑1	3.33	1.18	820
<b>Fort Jackson, SC</b>	  	14	24	34	18	11	↑3	3.11	1.19	80

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	% Favorable               % Neutral               % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
<b>Satisfaction with Fairness*</b>										
<b>Total Army</b>	<b>62%</b> <b>23%</b> <b>15%</b>	22	40	23	10	4	↓1	3.66	0.72	7,090
<b>TRADOC</b>	<b>60%</b> <b>25%</b> <b>15%</b>	23	38	25	10	4	↓1	3.64	0.72	823
<b>Fort Jackson, SC</b>	<b>59%</b> <b>28%</b> <b>13%</b>	23	36	28	9	5	↑3	3.64	0.73	81
69. Managers/supervisors deal effectively with reports of prejudice and discrimination.										
<b>Total Army</b>	<b>73%</b> <b>16%</b> <b>11%</b>	25	47	16	8	3	↓2	3.84	1.00	6,569
<b>TRADOC</b>	<b>74%</b> <b>16%</b> <b>10%</b>	27	46	16	7	3	0	3.88	0.99	765
<b>Fort Jackson, SC</b>	<b>71%</b> <b>18%</b> <b>11%</b>	25	46	18	8	4	↑10	3.81	1.03	79
70. If I complained of discrimination, it would be held against me.*										
<b>Total Army</b>	<b>54%</b> <b>26%</b> <b>21%</b>	17	36	26	14	6	0	3.45	1.12	6,476
<b>TRADOC</b>	<b>55%</b> <b>26%</b> <b>19%</b>	18	37	26	14	6	↑4	3.48	1.11	754
<b>Fort Jackson, SC</b>	<b>55%</b> <b>22%</b> <b>23%</b>	16	38	22	15	8	↑7	3.40	1.18	73
71. Non-minority employees often get preferential treatment over minority employees.*										
<b>Total Army</b>	<b>74%</b> <b>20%</b> <b>6%</b>	31	43	20	4	2	0	3.96	0.93	6,828
<b>TRADOC</b>	<b>69%</b> <b>23%</b> <b>8%</b>	30	39	23	4	3	↓3	3.88	1.00	792
<b>Fort Jackson, SC</b>	<b>63%</b> <b>29%</b> <b>8%</b>	32	32	29	5	3	↑2	3.84	1.02	76

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

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
72. Minority employees often get preferential treatment over non-minority employees.*	<b>Total Army</b>	51%	26%	23%	18	34	26	16	7	0	3.39	1.14	6,840
	<b>TRADOC</b>	48%	29%	23%	19	29	29	17	6	↓1	3.37	1.15	795
	<b>Fort Jackson, SC</b>	53%	32%	16%	20	33	32	11	5	↑3	3.51	1.09	76
73. Male employees often get preferential treatment over female employees.*	<b>Total Army</b>	64%	24%	12%	24	40	24	9	3	↓1	3.73	1.03	6,877
	<b>TRADOC</b>	59%	27%	15%	23	36	27	11	4	↓2	3.63	1.07	794
	<b>Fort Jackson, SC</b>	55%	32%	13%	21	33	32	7	7	0	3.56	1.11	75
74. Female employees often get preferential treatment over male employees.*	<b>Total Army</b>	59%	26%	15%	19	40	26	10	4	0	3.59	1.05	6,864
	<b>TRADOC</b>	59%	29%	13%	20	39	29	9	4	↓2	3.62	1.02	793
	<b>Fort Jackson, SC</b>	57%	34%	9%	23	34	34	8	1	↓2	3.70	0.96	77

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N			
		5	4	3	2	1							
<b>Satisfaction with Physical Conditions</b>	<b>Total Army</b>	<b>72%</b>	<b>13%</b>	<b>15%</b>	21	51	13	10	4	↓1	3.74	0.85	7,238
	<b>TRADOC</b>	<b>65%</b>	<b>15%</b>	<b>19%</b>	16	50	15	13	6	↓1	3.55	0.90	842
	<b>Fort Jackson, SC</b>	<b>72%</b>	<b>14%</b>	<b>14%</b>	21	51	14	10	4	0	3.76	0.81	82
75. At this installation/activity, physical conditions (e.g., noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well.													
	<b>Total Army</b>	<b>69%</b>	<b>12%</b>	<b>20%</b>	19	50	12	14	6	0	3.61	1.12	7,217
	<b>TRADOC</b>	<b>62%</b>	<b>13%</b>	<b>25%</b>	13	50	13	17	8	0	3.41	1.15	838
	<b>Fort Jackson, SC</b>	<b>63%</b>	<b>14%</b>	<b>23%</b>	16	47	14	19	5	↓4	3.51	1.12	81
76. Programs that encourage good health practices are supported here (e.g., fitness centers, health education programs).													
	<b>Total Army</b>	<b>68%</b>	<b>16%</b>	<b>16%</b>	21	47	16	12	4	↓1	3.68	1.06	7,159
	<b>TRADOC</b>	<b>61%</b>	<b>19%</b>	<b>20%</b>	16	45	19	14	6	0	3.50	1.11	831
	<b>Fort Jackson, SC</b>	<b>72%</b>	<b>14%</b>	<b>15%</b>	20	52	14	10	5	↑5	3.72	1.05	81
77. Employees are protected from health and safety hazards on the job.													
	<b>Total Army</b>	<b>80%</b>	<b>12%</b>	<b>8%</b>	24	56	12	6	3	↓1	3.92	0.90	7,181
	<b>TRADOC</b>	<b>72%</b>	<b>15%</b>	<b>13%</b>	19	54	15	8	4	↓3	3.74	0.99	830
	<b>Fort Jackson, SC</b>	<b>83%</b>	<b>14%</b>		27	56	14	1	2	0	4.04	0.83	81

# Supplemental Item Detail

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Your Organization*</b>									
Total Army	60% Favorable, 18% Neutral, 22% Unfavorable	15	45	18	15	7	3.46	0.68	5,998
TRADOC	60% Favorable, 18% Neutral, 22% Unfavorable	16	44	18	15	7	3.47	0.68	698
Fort Jackson, SC	57% Favorable, 20% Neutral, 23% Unfavorable	11	45	20	15	8	3.36	0.76	68
78. There is a good working relationship between civilian and military personnel.									
Total Army	77% Favorable, 12% Neutral, 11% Unfavorable	21	56	12	8	3	3.85	0.94	5,769
TRADOC	77% Favorable, 11% Neutral, 13% Unfavorable	22	54	11	10	3	3.83	0.99	689
Fort Jackson, SC	66% Favorable, 15% Neutral, 19% Unfavorable	16	49	15	12	7	3.55	1.13	67
79. There is a good working relationship between civilian/military personnel and contractors.									
Total Army	78% Favorable, 15% Neutral, 7% Unfavorable	18	60	15	5	2	3.88	0.81	5,591
TRADOC	74% Favorable, 16% Neutral, 9% Unfavorable	20	54	16	8	2	3.83	0.89	660
Fort Jackson, SC	63% Favorable, 27% Neutral, 11% Unfavorable	14	48	27	6	5	3.61	0.97	64
80. Civilians are made to feel that they are an important part of the Army team.									
Total Army	68% Favorable, 15% Neutral, 17% Unfavorable	18	50	15	12	4	3.65	1.05	5,937
TRADOC	66% Favorable, 16% Neutral, 18% Unfavorable	19	47	16	13	5	3.62	1.09	696
Fort Jackson, SC	49% Favorable, 26% Neutral, 25% Unfavorable	10	38	26	16	9	3.25	1.12	68

\* Composite includes reverse-scored items

**Civilian Supervisors – FY03  
Fort Jackson, SC**

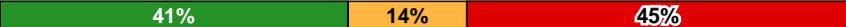
Item Detail	% Favorable      % Neutral      % Unfavorable			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
81. Civilian supervisors are concerned about civilian employee job satisfaction.	<b>Total Army</b>	77%	14%	9%	20	57	14	7	2	3.84	0.89	5,905
	<b>TRADOC</b>	79%	12%	9%	23	57	12	7	2	3.91	0.89	689
	<b>Fort Jackson, SC</b>	78%	12%	10%	19	59	12	7	3	3.84	0.92	68
82. Military supervisors are concerned about civilian employee job satisfaction.	<b>Total Army</b>	51%	27%	22%	12	39	27	15	7	3.34	1.09	5,272
	<b>TRADOC</b>	50%	25%	25%	12	38	25	18	7	3.30	1.12	631
	<b>Fort Jackson, SC</b>	40%	27%	32%	6	34	27	21	11	3.03	1.13	62
83. I am satisfied with the amount of involvement I have in decisions that affect my work.	<b>Total Army</b>	66%	14%	19%	20	47	14	15	5	3.62	1.10	5,953
	<b>TRADOC</b>	68%	15%	16%	23	46	15	13	3	3.71	1.06	695
	<b>Fort Jackson, SC</b>	69%	9%	22%	16	52	9	16	6	3.57	1.13	67
84. My work productivity is reduced by unnecessary rules and regulations.*	<b>Total Army</b>	28%	26%	46%	5	23	26	31	15	2.71	1.13	5,950
	<b>TRADOC</b>	33%	27%	40%	6	27	27	28	12	2.88	1.12	690
	<b>Fort Jackson, SC</b>	43%	21%	36%	4	39	21	25	10	3.01	1.12	67

\* Item is phrased in a negative manner.

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable			Category Percents					Mean	Std Dev	Valid N	
	5	4	3	2	1							
85. There is good communication between work groups/work units in my organization.	<b>Total Army</b>	61%	19%	20%	12	49	19	16	4	3.49	1.03	5,933
	<b>TRADOC</b>	63%	18%	19%	13	49	18	15	5	3.52	1.04	688
	<b>Fort Jackson, SC</b>	59%	17%	24%	8	52	17	15	9	3.33	1.11	66
86. I feel my job is secure.	<b>Total Army</b>	59%	18%	23%	15	44	18	14	9	3.43	1.17	5,945
	<b>TRADOC</b>	61%	17%	22%	14	48	17	14	8	3.46	1.13	692
	<b>Fort Jackson, SC</b>	64%	21%	15%	16	48	21	9	6	3.60	1.06	67
87. My organization encourages creative solutions and new practices/ways of doing business.	<b>Total Army</b>	63%	19%	17%	17	46	19	12	6	3.58	1.08	5,939
	<b>TRADOC</b>	63%	21%	15%	18	45	21	12	3	3.63	1.02	691
	<b>Fort Jackson, SC</b>	48%	27%	25%	12	36	27	16	9	3.25	1.15	67
88. The amount of work I am expected to do is reasonable.	<b>Total Army</b>	64%	13%	23%	12	52	13	16	7	3.46	1.11	5,965
	<b>TRADOC</b>	64%	12%	24%	13	51	12	16	9	3.43	1.15	691
	<b>Fort Jackson, SC</b>	64%	12%	24%	8	56	12	17	8	3.39	1.09	66

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N	
		5	4	3	2	1				
89. I have sufficient resources (e.g., people, equipment and materials, budget) to get my job done.	<b>Total Army</b>		7	33	14	29	16	2.87	1.24	5,959
	<b>TRADOC</b>		5	28	12	32	22	2.63	1.25	689
	<b>Fort Jackson, SC</b>		3	52	7	24	13	3.07	1.20	67
90. My work unit/work group is able to recruit people with the right skills.	<b>Total Army</b>		7	38	26	21	8	3.13	1.09	5,684
	<b>TRADOC</b>		8	34	27	21	10	3.10	1.12	658
	<b>Fort Jackson, SC</b>		5	37	27	19	13	3.02	1.13	63
91. Compared to other organizations, how would you rate your organization as a place to work?	<b>Total Army</b>		23	36	26	10	4	3.64	1.07	5,806
	<b>TRADOC</b>		23	36	27	12	2	3.66	1.03	674
	<b>Fort Jackson, SC</b>		19	36	33	7	4	3.58	1.03	67

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Performance Culture</b>									
Total Army	71% Favorable, 15% Neutral, 14% Unfavorable	20	51	15	11	3	3.73	0.73	6,054
TRADOC	73% Favorable, 15% Neutral, 13% Unfavorable	23	50	15	10	3	3.80	0.71	703
Fort Jackson, SC	73% Favorable, 10% Neutral, 17% Unfavorable	15	57	10	11	6	3.67	0.80	67
92. Corrective actions are taken when employees do not meet performance standards.									
Total Army	47% Favorable, 24% Neutral, 29% Unfavorable	6	41	24	23	6	3.19	1.03	5,813
TRADOC	49% Favorable, 25% Neutral, 27% Unfavorable	9	40	25	20	6	3.25	1.07	669
Fort Jackson, SC	49% Favorable, 25% Neutral, 26% Unfavorable	6	43	25	17	9	3.20	1.09	65
93. My performance appraisal is a fair reflection of my performance.									
Total Army	79% Favorable, 12% Neutral, 8% Unfavorable	24	55	12	6	3	3.93	0.91	5,861
TRADOC	82% Favorable, 11% Neutral, 7% Unfavorable	26	57	11	5	2	3.99	0.86	682
Fort Jackson, SC	78% Favorable, 5% Neutral, 17% Unfavorable	14	63	5	13	5	3.70	1.03	63
94. I know what is expected of me on the job.									
Total Army	85% Favorable, 8% Neutral, 7% Unfavorable	29	56	8	5	2	4.06	0.85	6,023
TRADOC	87% Favorable, 9% Neutral, 5% Unfavorable	33	53	9	4	1	4.15	0.79	699
Fort Jackson, SC	91% Favorable, 7% Unfavorable	25	66	1	3	4	4.04	0.89	67

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Mean	Std Dev	Valid N
		5	4	3	2	1			
<b>Strategic Planning*</b>									
<b>Total Army</b>		19	49	15	13	4	3.66	0.73	6,394
<b>TRADOC</b>		21	47	15	14	3	3.70	0.75	733
<b>Fort Jackson, SC</b>		22	48	15	11	4	3.72	0.70	68
95. Managers communicate the organization's strategic mission, vision, and priorities.									
<b>Total Army</b>		17	49	17	13	4	3.62	1.05	6,359
<b>TRADOC</b>		19	47	16	14	3	3.64	1.05	733
<b>Fort Jackson, SC</b>		19	49	16	12	4	3.66	1.06	68
96. Productivity in my work group/work unit is hurt by a lack of planning.*									
<b>Total Army</b>		8	39	22	24	6	3.20	1.08	6,347
<b>TRADOC</b>		10	40	21	23	5	3.27	1.08	726
<b>Fort Jackson, SC</b>		6	38	28	21	7	3.15	1.05	68
97. I know how my work relates to my organization's mission and goals.									
<b>Total Army</b>		32	57	7	3	1	4.16	0.75	6,372
<b>TRADOC</b>		34	54	7	4	1	4.17	0.77	729
<b>Fort Jackson, SC</b>		40	57	1	0	1	4.34	0.66	68

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

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	% Favorable            % Neutral            % Unfavorable	Category Percents					Mean	Std Dev	Valid N				
		5	4	3	2	1							
<b>Customer Satisfaction</b>													
Total Army	87%	9%				38	49	9	3	1	4.21	0.60	6,867
TRADOC	87%	9%				40	47	9	3	1	4.22	0.62	792
Fort Jackson, SC	87%	9%				36	51	9	3	0	4.18	0.51	75
98. I clearly understand who my customer(s) is/are.													
Total Army	97%					55	41	2	1	0	4.50	0.62	6,799
TRADOC	97%					57	40	2	1	0	4.52	0.63	780
Fort Jackson, SC	100%					57	43	0	0	0	4.57	0.50	72
99. Products and services in my work group/work unit are improved based on customer input.													
Total Army	80%	14%	6%			29	50	14	5	1	4.01	0.86	6,716
TRADOC	79%	14%	7%			31	48	14	6	1	4.02	0.89	768
Fort Jackson, SC	74%	16%	10%			26	49	16	9	1	3.89	0.94	70
100. Customers are satisfied with the products and services my work group/work unit provides.													
Total Army	86%	11%				29	56	11	3	1	4.11	0.74	6,740
TRADOC	85%	12%				31	54	12	3	1	4.12	0.76	775
Fort Jackson, SC	86%	12%				26	61	12	1	0	4.11	0.65	74

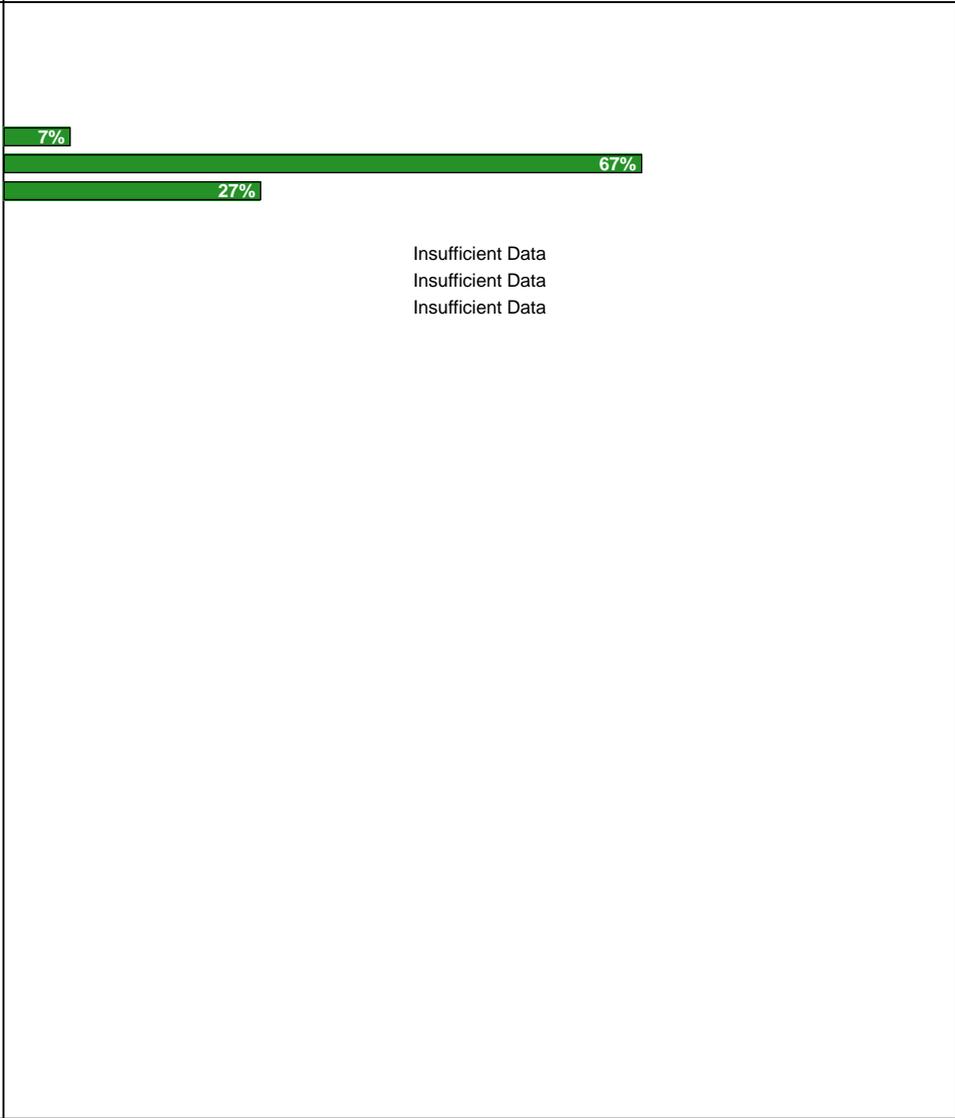
**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N	
		5	4	3	2	1					
<b>Diversity</b>	<b>Total Army</b>		36	49	10	4	2	↑1	4.12	0.79	7,176
	<b>TRADOC</b>		39	45	10	4	1	↑3	4.17	0.79	841
	<b>Fort Jackson, SC</b>		32	50	11	5	3	↑8	4.02	0.88	81
	101. Managers/supervisors/team leaders work well with employees of different backgrounds.										
	<b>Total Army</b>		28	57	10	4	2	0	4.05	0.82	7,140
	<b>TRADOC</b>		33	53	9	4	1	↑2	4.13	0.81	841
<b>Fort Jackson, SC</b>		26	56	12	4	2	↑4	3.99	0.87	81	
102. Discrimination (on the basis of gender, race, national origin, religion, age, cultural background, disability, or sexual orientation) is not tolerated here.											
<b>Total Army</b>		44	41	10	4	2	↑1	4.20	0.91	7,106	
<b>TRADOC</b>		46	37	12	4	1	↑3	4.22	0.90	834	
<b>Fort Jackson, SC</b>		38	44	9	6	4	↑11	4.05	1.03	80	

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N																											
<b>Harassment</b>																														
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?	<table border="0"> <tr> <td colspan="3"><b>Total Army</b></td> </tr> <tr> <td>Yes</td> <td>6%</td> <td>↑1</td> </tr> <tr> <td>No</td> <td>94%</td> <td>↓1</td> </tr> <tr> <td colspan="3"><b>TRADOC</b></td> </tr> <tr> <td>Yes</td> <td>6%</td> <td>↑1</td> </tr> <tr> <td>No</td> <td>94%</td> <td>↓1</td> </tr> <tr> <td colspan="3"><b>Fort Jackson, SC</b></td> </tr> <tr> <td>Yes</td> <td>11%</td> <td>↑3</td> </tr> <tr> <td>No</td> <td>89%</td> <td>↓3</td> </tr> </table>			<b>Total Army</b>			Yes	6%	↑1	No	94%	↓1	<b>TRADOC</b>			Yes	6%	↑1	No	94%	↓1	<b>Fort Jackson, SC</b>			Yes	11%	↑3	No	89%	↓3
<b>Total Army</b>																														
Yes	6%	↑1																												
No	94%	↓1																												
<b>TRADOC</b>																														
Yes	6%	↑1																												
No	94%	↓1																												
<b>Fort Jackson, SC</b>																														
Yes	11%	↑3																												
No	89%	↓3																												
104. If you were harassed, did you report the incident?	<table border="0"> <tr> <td colspan="3"><b>Total Army</b></td> </tr> <tr> <td>Yes</td> <td>9%</td> <td>↑6</td> </tr> <tr> <td>No</td> <td>91%</td> <td>↓6</td> </tr> <tr> <td colspan="3"><b>TRADOC</b></td> </tr> <tr> <td>Yes</td> <td>9%</td> <td>↑5</td> </tr> <tr> <td>No</td> <td>91%</td> <td>↓5</td> </tr> <tr> <td colspan="3"><b>Fort Jackson, SC</b></td> </tr> <tr> <td>Yes</td> <td>13%</td> <td>↑13</td> </tr> <tr> <td>No</td> <td>88%</td> <td>↓12</td> </tr> </table>			<b>Total Army</b>			Yes	9%	↑6	No	91%	↓6	<b>TRADOC</b>			Yes	9%	↑5	No	91%	↓5	<b>Fort Jackson, SC</b>			Yes	13%	↑13	No	88%	↓12
<b>Total Army</b>																														
Yes	9%	↑6																												
No	91%	↓6																												
<b>TRADOC</b>																														
Yes	9%	↑5																												
No	91%	↓5																												
<b>Fort Jackson, SC</b>																														
Yes	13%	↑13																												
No	88%	↓12																												
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)	<table border="0"> <tr> <td colspan="3"><b>Total Army</b></td> </tr> <tr> <td>Yes</td> <td>6%</td> <td>↓2</td> </tr> <tr> <td>No</td> <td>63%</td> <td>↑5</td> </tr> <tr> <td>Don't Know</td> <td>31%</td> <td>↓3</td> </tr> </table>			<b>Total Army</b>			Yes	6%	↓2	No	63%	↑5	Don't Know	31%	↓3															
<b>Total Army</b>																														
Yes	6%	↓2																												
No	63%	↑5																												
Don't Know	31%	↓3																												

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N																	
105. If you reported the incident, was any action taken? (e.g., management spoke with the offending person)	 <table border="1" style="display: none;"> <caption>Response Data for Item 105</caption> <thead> <tr> <th>Location</th> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td rowspan="3">TRADOC</td> <td>Yes</td> <td>7%</td> </tr> <tr> <td>No</td> <td>67%</td> </tr> <tr> <td>Don't Know</td> <td>27%</td> </tr> <tr> <td rowspan="3">Fort Jackson, SC</td> <td>Yes</td> <td>Insufficient Data</td> </tr> <tr> <td>No</td> <td>Insufficient Data</td> </tr> <tr> <td>Don't Know</td> <td>Insufficient Data</td> </tr> </tbody> </table>	Location	Response	Percentage	TRADOC	Yes	7%	No	67%	Don't Know	27%	Fort Jackson, SC	Yes	Insufficient Data	No	Insufficient Data	Don't Know	Insufficient Data	-- ↑7 ↑23 ↓29 -- -- --	-- 1 10 4 0 0 1
Location	Response	Percentage																		
TRADOC	Yes	7%																		
	No	67%																		
	Don't Know	27%																		
Fort Jackson, SC	Yes	Insufficient Data																		
	No	Insufficient Data																		
	Don't Know	Insufficient Data																		

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
<b>Army Knowledge Online (AKO)</b>			
106. How frequently do you access Army Knowledge Online (AKO)?			
<b>Total Army</b>			
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
<b>TRADOC</b>			
Once a month or less often	36%	---	306
2–3 times a month	19%	---	159
1–2 times a week	16%	---	136
3–4 times a week	10%	---	85
Almost every day	11%	---	94
Does not apply – I do not access AKO	7%	---	60
<b>Fort Jackson, SC</b>			
Once a month or less often	49%	---	40
2–3 times a month	16%	---	13
1–2 times a week	10%	---	8
3–4 times a week	5%	---	4
Almost every day	10%	---	8
Does not apply – I do not access AKO	11%	---	9
107. How easy or difficult is it for you to navigate the AKO web site?			
<b>Total Army</b>			
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

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
107. How easy or difficult is it for you to navigate the AKO web site?			
<b>TRADOC</b>			
Very difficult	2%	---	19
Difficult	14%	---	108
Neither easy nor difficult	28%	---	220
Easy	36%	---	277
Very easy	14%	---	109
Not sure – I do not use AKO very often	6%	---	44
<b>Fort Jackson, SC</b>			
Very difficult	1%	---	1
Difficult	18%	---	13
Neither easy nor difficult	22%	---	16
Easy	36%	---	26
Very easy	15%	---	11
Not sure – I do not use AKO very often	8%	---	6
108. Have you arranged to have your AKO emails forwarded?			
<b>Total Army</b>			
No	4%	---	211
No, I did not know I could do that	17%	---	895
Yes, to my home or personal email address	3%	---	137
Yes, to my work site email address	76%	---	3,937
<b>TRADOC</b>			
No	3%	---	18
No, I did not know I could do that	15%	---	92
Yes, to my home or personal email address	3%	---	21
Yes, to my work site email address	78%	---	478
<b>Fort Jackson, SC</b>			
No	11%	---	6
No, I did not know I could do that	36%	---	20
Yes, to my home or personal email address	2%	---	1
Yes, to my work site email address	51%	---	28

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
<b>Army Civilian Personnel OnLine (CPOL) Applications</b>												
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.												
<b>Total Army</b>	<b>58%</b>	<b>25%</b>	<b>17%</b>	11	47	25	12	5	--	3.47	1.00	5,287
<b>TRADOC</b>	<b>58%</b>	<b>24%</b>	<b>18%</b>	13	45	24	13	5	--	3.48	1.05	638
<b>Fort Jackson, SC</b>	<b>63%</b>	<b>15%</b>	<b>22%</b>	15	48	15	13	8	--	3.48	1.16	60
110. I have been well trained by the personnel office to classify jobs in my work unit/work group.												
<b>Total Army</b>	<b>22%</b>	<b>25%</b>	<b>52%</b>	5	18	25	34	19	--	2.56	1.12	5,960
<b>TRADOC</b>	<b>26%</b>	<b>25%</b>	<b>49%</b>	8	18	25	32	17	--	2.67	1.19	695
<b>Fort Jackson, SC</b>	<b>27%</b>	<b>29%</b>	<b>44%</b>	9	18	29	32	12	--	2.80	1.15	66
111. I find the information in the Personnel and Management Information Support System (PERMISS) useful.												
<b>Total Army</b>	<b>46%</b>	<b>41%</b>	<b>13%</b>	9	37	41	9	4	↓19	3.37	0.92	4,445
<b>TRADOC</b>	<b>50%</b>	<b>36%</b>	<b>14%</b>	11	39	36	9	5	↓14	3.43	0.97	565
<b>Fort Jackson, SC</b>	<b>55%</b>	<b>35%</b>	<b>10%</b>	13	42	35	7	3	↓2	3.55	0.93	60

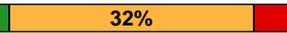
**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
112. Automated tracking tools (e.g., Army Regional Tools, SF-50 Tracker) make it easy to track the status of my personnel actions.										
<b>Total Army</b>		7	33	39	13	8	↓12	3.17	1.01	4,178
<b>TRADOC</b>		9	31	41	12	7	↓12	3.21	1.02	518
<b>Fort Jackson, SC</b>		10	25	54	6	6	↓27	3.27	0.93	52
113. I am satisfied with the quality of candidates generated by RESUMIX.										
<b>Total Army</b>		4	30	32	22	12	↓6	2.91	1.08	5,797
<b>TRADOC</b>		6	29	33	20	12	↓8	2.97	1.10	678
<b>Fort Jackson, SC</b>		7	25	49	13	7	↓22	3.11	0.95	61

**Civilian Supervisors – FY03  
Fort Jackson, SC**

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:	<p><b>Total Army</b></p> <ul style="list-style-type: none"> <li>Worse: 21%</li> <li>About the same: 63%</li> <li>Better: 16%</li> </ul> <p><b>TRADOC</b></p> <ul style="list-style-type: none"> <li>Worse: 20%</li> <li>About the same: 66%</li> <li>Better: 14%</li> </ul> <p><b>Fort Jackson, SC</b></p> <ul style="list-style-type: none"> <li>Worse: 17%</li> <li>About the same: 71%</li> <li>Better: 13%</li> </ul>	--- --- --- --- --- --- --- --- ---	1,408 4,342 1,118 159 520 113 13 55 10

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N		
		5	4	3	2	1						
<b>Family Friendly Flexibilities (Importance)</b>												
115a. How important is telework/telecommuting to you?												
<b>Total Army</b>	 <b>31%</b>	 <b>32%</b>	 <b>36%</b>	36	14	17	21	11	--	3.43	1.43	7,150
<b>TRADOC</b>	 <b>29%</b>	 <b>32%</b>	 <b>40%</b>	40	13	16	22	9	--	3.52	1.43	834
<b>Fort Jackson, SC</b>	 <b>47%</b>	 <b>30%</b>	 <b>23%</b>	23	25	22	23	6	--	3.36	1.25	81
116a. How important are alternative work schedules to you?												
<b>Total Army</b>	 <b>55%</b>	 <b>27%</b>	 <b>18%</b>	18	32	22	19	8	--	3.34	1.21	7,146
<b>TRADOC</b>	 <b>48%</b>	 <b>29%</b>	 <b>23%</b>	23	28	20	21	8	--	3.37	1.27	833
<b>Fort Jackson, SC</b>	 <b>54%</b>	 <b>26%</b>	 <b>21%</b>	21	32	22	21	5	--	3.43	1.18	82
117a. How important are child care subsidies to you?												
<b>Total Army</b>	 <b>17%</b>	 <b>14%</b>	 <b>69%</b>	69	9	8	10	5	--	4.28	1.23	7,103
<b>TRADOC</b>	 <b>18%</b>	 <b>13%</b>	 <b>69%</b>	69	11	7	9	4	--	4.32	1.17	828
<b>Fort Jackson, SC</b>	 <b>17%</b>	 <b>19%</b>	 <b>64%</b>	64	9	9	15	4	--	4.15	1.29	81
118a. How important are employee assistance programs to you?												
<b>Total Army</b>	 <b>38%</b>	 <b>37%</b>	 <b>25%</b>	25	18	20	23	14	--	3.19	1.39	7,073
<b>TRADOC</b>	 <b>39%</b>	 <b>32%</b>	 <b>29%</b>	29	19	21	21	11	--	3.32	1.37	820
<b>Fort Jackson, SC</b>	 <b>43%</b>	 <b>34%</b>	 <b>23%</b>	23	27	16	28	6	--	3.32	1.28	79

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
119a. How important are health and wellness programs to you?										
<b>Total Army</b>		9	37	25	18	10	--	3.17	1.14	7,082
<b>TRADOC</b>		10	40	24	17	8	--	3.28	1.11	832
<b>Fort Jackson, SC</b>		9	52	20	14	6	--	3.43	1.04	81
120a. How important are support groups to you?										
<b>Total Army</b>		37	14	13	20	15	--	3.38	1.52	7,111
<b>TRADOC</b>		40	17	14	18	12	--	3.55	1.45	826
<b>Fort Jackson, SC</b>		32	27	11	15	15	--	3.47	1.45	81
121a. How important are elder care programs to you?										
<b>Total Army</b>		44	13	13	17	13	--	3.56	1.51	7,065
<b>TRADOC</b>		43	15	13	16	13	--	3.60	1.48	819
<b>Fort Jackson, SC</b>		38	16	23	10	13	--	3.57	1.41	79

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
<b>Family Friendly Flexibilities (Availability)</b>			
115b. Is telework/telecommuting available to you?			
<b>Total Army</b>			
Yes	22%	---	1,554
No	59%	---	4,251
Don't Know	19%	---	1,363
<b>TRADOC</b>			
Yes	16%	---	134
No	60%	---	499
Don't Know	24%	---	203
<b>Fort Jackson, SC</b>			
Yes	20%	---	16
No	53%	---	43
Don't Know	27%	---	22
116b. Are alternative work schedules available to you?			
<b>Total Army</b>			
Yes	54%	↓4	3,848
No	39%	↑3	2,818
Don't Know	7%	↑1	499
<b>TRADOC</b>			
Yes	50%	0	415
No	42%	0	351
Don't Know	8%	0	70
<b>Fort Jackson, SC</b>			
Yes	35%	↑6	28
No	51%	↓2	41
Don't Know	15%	↓2	12

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
117b. Are child care subsidies available to you?			
<b>Total Army</b>			
Yes	8%	---	573
No	42%	---	2,961
Don't Know	49%	---	3,435
<b>TRADOC</b>			
Yes	8%	---	63
No	38%	---	304
Don't Know	55%	---	441
<b>Fort Jackson, SC</b>			
Yes	13%	---	10
No	32%	---	24
Don't Know	55%	---	41
118b. Are employee assistance programs available to you?			
<b>Total Army</b>			
Yes	56%	---	3,968
No	9%	---	612
Don't Know	35%	---	2,496
<b>TRADOC</b>			
Yes	41%	---	342
No	10%	---	83
Don't Know	48%	---	400
<b>Fort Jackson, SC</b>			
Yes	45%	---	36
No	13%	---	10
Don't Know	43%	---	34
119b. Are health and wellness programs available to you?			
<b>Total Army</b>			
Yes	67%	---	4,810
No	15%	---	1,062
Don't Know	18%	---	1,269

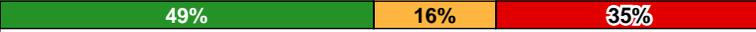
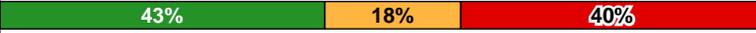
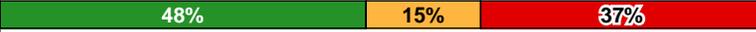
**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
119b. Are health and wellness programs available to you?	<b>TRADOC</b>		
	Yes	59%	---
	No	15%	---
	Don't Know	26%	---
	<b>Fort Jackson, SC</b>		
	Yes	67%	---
	No	14%	---
	Don't Know	20%	---
	120b. Are support groups available to you?	<b>Total Army</b>	
Yes		36%	---
No		14%	---
Don't Know		50%	---
<b>TRADOC</b>			
Yes		30%	---
No		12%	---
Don't Know		58%	---
<b>Fort Jackson, SC</b>			
Yes		39%	---
No		14%	---
Don't Know		48%	---
121b. Are elder care programs available to you?	<b>Total Army</b>		
	Yes	11%	---
	No	25%	---
	Don't Know	65%	---
	<b>TRADOC</b>		
	Yes	13%	---
	No	18%	---
	Don't Know	69%	---

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N						
121b. Are elder care programs available to you? <b>Fort Jackson, SC</b>	<table border="1" style="margin-top: 10px;"> <tr> <td>Yes</td> <td>11%</td> </tr> <tr> <td>No</td> <td>15%</td> </tr> <tr> <td>Don't Know</td> <td>73%</td> </tr> </table>	Yes	11%	No	15%	Don't Know	73%	--- --- ---	9 12 58
Yes	11%								
No	15%								
Don't Know	73%								

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	 % Favorable  % Neutral  % Unfavorable	Category Percents					Pct Fav Diff from 2001	Mean	Std Dev	Valid N
		5	4	3	2	1				
<b>Career/Retirement Plans</b>  122. I am willing to relocate geographically for a promotion.										
<b>Total Army</b>		24	25	16	19	16	--	3.21	1.41	7,058
<b>TRADOC</b>		19	24	18	23	17	--	3.05	1.38	825
<b>Fort Jackson, SC</b>		23	25	15	20	17	--	3.17	1.44	81

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
<p>123. Select the response that best matches your career plans:</p> <p style="text-align: center;"><b>Total Army</b></p> <p>I intend to look for other employment outside the Army. <span style="float: right;">14%</span></p> <p>I intend to look for other employment within the Army. <span style="float: right;">22%</span></p> <p>I intend to stay in my current organization. <span style="float: right;">64%</span></p> <p style="text-align: center;"><b>TRADOC</b></p> <p>I intend to look for other employment outside the Army. <span style="float: right;">9%</span></p> <p>I intend to look for other employment within the Army. <span style="float: right;">23%</span></p> <p>I intend to stay in my current organization. <span style="float: right;">68%</span></p> <p style="text-align: center;"><b>Fort Jackson, SC</b></p> <p>I intend to look for other employment outside the Army. <span style="float: right;">8%</span></p> <p>I intend to look for other employment within the Army. <span style="float: right;">30%</span></p> <p>I intend to stay in my current organization. <span style="float: right;">63%</span></p>		<p style="text-align: center;">--</p>	<p style="text-align: center;">991</p> <p style="text-align: center;">1,539</p> <p style="text-align: center;">4,584</p> <p style="text-align: center;">72</p> <p style="text-align: center;">188</p> <p style="text-align: center;">563</p> <p style="text-align: center;">6</p> <p style="text-align: center;">24</p> <p style="text-align: center;">50</p>
<p>124. How long do you expect to continue working for your organization?</p> <p style="text-align: center;"><b>Total Army</b></p> <p>More than 5 years <span style="float: right;">36%</span></p> <p>4 – 5 years <span style="float: right;">19%</span></p> <p>1 – 3 years <span style="float: right;">35%</span></p> <p>Less than 1 year <span style="float: right;">10%</span></p> <p style="text-align: center;"><b>TRADOC</b></p> <p>More than 5 years <span style="float: right;">38%</span></p> <p>4 – 5 years <span style="float: right;">22%</span></p> <p>1 – 3 years <span style="float: right;">32%</span></p> <p>Less than 1 year <span style="float: right;">8%</span></p> <p style="text-align: center;"><b>Fort Jackson, SC</b></p> <p>More than 5 years <span style="float: right;">48%</span></p> <p>4 – 5 years <span style="float: right;">17%</span></p> <p>1 – 3 years <span style="float: right;">28%</span></p> <p>Less than 1 year <span style="float: right;">7%</span></p>		<p style="text-align: center;">--</p>	<p style="text-align: center;">2,564</p> <p style="text-align: center;">1,364</p> <p style="text-align: center;">2,523</p> <p style="text-align: center;">731</p> <p style="text-align: center;">320</p> <p style="text-align: center;">188</p> <p style="text-align: center;">268</p> <p style="text-align: center;">63</p> <p style="text-align: center;">39</p> <p style="text-align: center;">14</p> <p style="text-align: center;">23</p> <p style="text-align: center;">6</p>

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
125. Select the response that best matches your retirement plans:			
<b>Total Army</b>			
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
<b>TRADOC</b>			
I plan to leave before retirement	2%	---	18
I am undecided about staying beyond my retirement eligibility date.	29%	---	243
I plan to stay beyond my retirement eligibility date.	35%	---	292
I would take an early out if offered.	16%	---	134
I plan to retire as soon as eligible.	18%	---	153
<b>Fort Jackson, SC</b>			
I plan to leave before retirement	1%	---	1
I am undecided about staying beyond my retirement eligibility date.	30%	---	24
I plan to stay beyond my retirement eligibility date.	32%	---	26
I would take an early out if offered.	15%	---	12
I plan to retire as soon as eligible.	22%	---	18
126. I plan to retire in:			
<b>Total Army</b>			
More than 5 years	60%	---	4,218
4 – 5 years	18%	---	1,268
1 – 3 years	18%	---	1,232
Less than 1 year	4%	---	269
<b>TRADOC</b>			
More than 5 years	59%	---	480
4 – 5 years	21%	---	174
1 – 3 years	17%	---	137
Less than 1 year	4%	---	29
<b>Fort Jackson, SC</b>			
More than 5 years	66%	---	53
4 – 5 years	19%	---	15
1 – 3 years	13%	---	10
Less than 1 year	3%	---	2

**Civilian Supervisors – FY03  
Fort Jackson, SC**

Item Detail	PERCENT OF EMPLOYEES SELECTING RESPONSE	Pct Diff from 2001	Valid N
<b>Feedback on Survey Results</b>			
127. I got my command or installation results from the last Army Civilian Attitude Survey (2001).			
<b>Total Army</b>			
Yes	26%	---	1,873
No	43%	---	3,064
Don't Know	31%	---	2,256
<b>TRADOC</b>			
Yes	22%	---	182
No	49%	---	413
Don't Know	29%	---	240
<b>Fort Jackson, SC</b>			
Yes	20%	---	16
No	49%	---	40
Don't Know	31%	---	25
128. My organization has taken action based on results from the last Army Civilian Attitude Survey (2001).			
<b>Total Army</b>			
Yes	11%	---	777
No	18%	---	1,300
Don't Know	71%	---	5,105
<b>TRADOC</b>			
Yes	8%	---	66
No	19%	---	163
Don't Know	73%	---	609
<b>Fort Jackson, SC</b>			
Yes	9%	---	7
No	7%	---	6
Don't Know	84%	---	68