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	Civilian Personnel STAFF REVIEWS AND EVALUATION (RCS: DAEN-PEC-17)	
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DEPARTMENT OF THE ARMY
Office of the Chief of Engineers
Washington, D.C. 20314

DAEN-PEC-R

Regulation
No. 690-1-250

7 March 1978

Civilian Personnel
STAFF REVIEWS AND EVALUATION
(RCS DAEN-PEC-17)

1. Purpose. The purpose of this regulation is to provide for continuing review of civilian personnel office operations (1) to effect systematic program analysis and evaluation: (2) to serve as a basis for development of policies, programs and standards to meet local needs: and (3) to identify and resolve problem areas.

2. Applicability. This regulation is applicable to all field operating agencies (FOA).

3. References.

a. FPM 250

b. FPM 273

c. AR 10-20

d. CPR 250

e. CPR 299

4. Responsibilities. The civilian personnel management program is based on the principle of delegation of authority without losing control over policy and results. Personnel management is recognized as the responsibility of all who supervise others. With this in mind, our method for evaluating the personnel management program is divided into three categories: (1) staff supervision; (2) internal reviews and/or on-site reviews; and (3) analysis and evaluation of the results of the reviews. Under this concept, the Chief of Engineers is relying heavily on Division Engineers to provide appropriate leadership, training, staff advice and assistance to District Engineers in discharging their personnel management responsibilities. With increased emphasis placed on Division Engineers for the review and evaluation of Districts' civilian personnel program, the report of findings and the evaluation must be comprehensive and factual to enable OCE to intelligently draw conclusions and evaluate the personnel program. Under this approach, staff visits by representatives of the Civilian Personnel Division, OCE, will be minimized unless the report of findings and evaluation indicate problem areas or the need for OCE assistance.

This regulation supersedes ER 690-1-250, 28 Apr 77.

a. Division Engineers with operating personnel responsibilities; District Engineers and Commanders of Separate FOA are expected to:

(1) Have a responsive civilian personnel management program that carries out the policies of the Civil Service Commission, Department of the Army and the Chief of Engineers.

(2) Assure that employees rights and privileges are observed in management decisions.

(3) Advise and assist employees and managers in areas of civilian personnel administration.

(4) Take corrective action on all civilian personnel problem areas and deficiencies as reported by the Civil Service Commission, Department of Army, Chief of Engineers and Division Engineers inspections.

(5) Conduct a formal self-audit, at least semi-annually, in accordance with CPR 299, Subchapter 13, paragraphs 13-5 through 13-15, for legal and regulatory compliance, and document results.

b. Division Engineers with staff personnel responsibilities are expected to:

(1) Monitor and exercise control over the civilian personnel management program at subordinate Districts.

(2) Evaluate how well subordinate Districts are discharging the authority for managing the civilian workforce.

(3) Provide timely and quality staff advice and assistance to subordinate Districts.

(4) Keep the Chief of Engineers informed of the effectiveness with which civilian personnel management is being administered.

(5) Plan and conduct on-site visits to subordinate Districts.

(6) Pass along effective program ideas and techniques from one District to another.

(7) Assist subordinate Districts in complying with required actions of CSC, DA and OCE.

5. Standards of Performance. Appendix A will be used by Division Engineers in evaluating the civilian personnel management program of subordinate Districts. Division Engineers with operating personnel responsibilities; District Engineers; and Commanders of Separate FOA will use Appendix A, the references in Paragraph 3 above, and the procedures outlined in CPR 299, for self-evaluation of their civilian personnel management programs. Appendix A is based on evaluation guidance and inspection procedures listed in the references in Paragraph 3 above.

6. Action required.

a. Division Engineers with operating personnel responsibilities; District Engineers and Commanders of Separate FOA will:

(1) Take corrective action on all civilian personnel problem areas or deficiencies as reported in the latest inspection or review conducted by higher authority.

(2) Conduct a self-evaluation to assess the effectiveness of the personnel program. This review must cover all functional areas, using Appendixes B and C, CPR 250 as guidance, and include an in-depth analysis of each of the 15 major program areas listed in Appendix A, ER 690-1-250; document results; and furnish copies of the results to the next higher echelon.

(3) Assess employee attitude through questionnaires listed at Appendix B and C; or develop questionnaires locally. Appendix D provides guidance regarding the number of questionnaires to be completed.

(4) Conduct the self-evaluation (paragraph (2) above) and assessment of employees attitude (paragraph (3) above), within 15-18 months after the last Civil Service or Department of the Army review, or review conducted under the provisions of this ER.

b. Division Engineers with staff personnel responsibilities will:

(1) Review and evaluate the personnel management program, either by on-site visits; through review of self-evaluation documents submitted in accordance with paragraph 6a(2) above; or by a combination of both, at each subordinate District within 15-18 months after the last Civil Service or Department of the Army review, or review conducted under the provisions of this ER. As a part of this process, a Division staff representative will conduct desk audits and job description reviews, as provided in Appendix D.

(2) Provide District Engineers with a written summary of findings or analysis of their self-evaluation document, with recommendations for improvements and establish due dates for accomplishing any corrective measures.

(3) Maintain appropriate follow-up, review response of District Engineers, if appropriate, to ensure timely corrective actions, and use results of the review to identify problem areas or as objectives for the Division personnel planning document.

(4) Based on this review of subordinate Districts, furnish HQDA (DAEN-PEC-R) WASH DC 20314 a written report covering each of the 15 major areas listed in Appendix A, with specific comments on actions taken or recommended on any deficiencies (RCS DAEN-PEC-17).

7. Evaluation and Follow-up by Office, Chief of Engineers. Through analysis of reports received from command inspections and the requirements contained in 6a and b above, the Civilian Personnel Division, OCE, will evaluate both staff and operating program effectiveness, assess compliance with personnel laws and regulations, and determine necessity for OCE follow-up or additional corrective action not cited in the report. Follow-up procedures include:

a. On-site visit to the FOA by representatives of OCE (and Divisions, where applicable), to provide substantial program assistance or guidance as required.

b. Written functional guidance to resolve less complex problems or to provide clarification of specific program requirements;

c. Assisting, or arranging for functional specialist(s) from other FOAs to assist, the CPO in accomplishing necessary corrective action, clearing backlog caused by an unusual or unpredictable workload requirements, or to provide short-term training, where deemed necessary.

8. The responsibilities of Division Engineers, Europe and Pacific Ocean will be carried out in accordance with CPR 254, ER 690-1-272 and servicing agreements with the overseas Command.

9. The effectiveness of civilian personnel servicing furnished by personnel offices of other Commands to Corps of Engineers FOA

located in the Metropolitan Washington DC area will be covered as a part of the OCE Command Inspection of that FOA.

FOR THE CHIEF OF ENGINEERS:



JAMES M. ELLIS
Colonel, Corps of Engineers
Executive Director, Engineer Staff

4 Appendixes
APP A - Review and Eval
APP B - Empl Oues
APP C - Supv Oues
APP D - Survey Guidance

APPENDIX A
REVIEW AND EVALUATION OF CIVILIAN PERSONNEL ADMINISTRATION

1. Leadership and Support by Commander.

a. Accountability.

Commander accepts his role in civilian personnel management? Understands the authority he has? Accepts Civilian Personnel Officer as member of his key staff? Commander has "open door" to Civilian Personnel Officer? Looks to CPO to brief him and staff on civilian personnel matters?

b. Participation.

Personally signs correspondence and directives prepared on civilian personnel emphasis programs? Opens civilian management training courses, seminars, conferences? Participates in employee orientation program? Refers to the military-civilian team concept in speeches, conversation, written articles? Participates in local civilian community activities? Displays genuine interest in civilian personnel management and the civilian workforce?

2. Division Civilian Personnel Officer guidance and assistance.

a. Communication with Districts (telephonic, memos, conferences, staff reviews).

b. Participation in development of policies; in actions on CSC, DA, OCE, and any other inspections and reviews of Districts.

3. Development and Issuance of Policy Documents.

a. Currency and availability of local policies on the following:

Alcohol and Drug Abuse
Awards
Career Management
Conduct and Discipline
Details
Employee Compensation (Disability & Death)
Executive Development
EEO (Action Officer Responsibilities)
Grievances and Appeals
Hours of Work and Leave
Intra-Management Communication
Job Action Contingency Actions
Labor Relations

Management-Employee Relations
Merit Placement and Promotion
Pay Entitlement, Including FLSA
Performance Evaluation
Plan for Employment of the Handicapped
Position and Pay Management
Reduction in Force
Training
Upward Mobility

b. Extent to which views of managers, first line supervisors, employees and union organizations are solicited and considered prior to implementation of local policies.

4. Equal Employment Opportunity (Action Officer).

a. EEO Action Officer appointed and functioning. How?

b. Action Officer participates in the development of the EEO Affirmative Action Plan.

5. Alcohol and Drug Abuse Prevention and Control Program (ADAPCP).

a. Civilian Program Coordinator (CPC) appointed and operational.

b. Training provided the Civilian Program Coordinator.

c. Training and orientation provided managers and supervisors.

d. Adequate civilian employee health services available on-site to support the program, or, arrangements made to use community resources for treatment and rehabilitation?

e. Workforce informed of services available.

f. Counseling provided as required.

g. Any current actions? How handled? Results?

6. Recruitment and Placement.

a. Recruitment.

(1) Division Recruitment Coordinator designated and functioning. How?

(2) Staffing needs forecast. Extent! (imminent needs, short range, long range)

(3) Supervisors involved in the development and implementation of staffing plans. Action?

(4) Workforce maintained as near as possible to authorized and funded strength, but within the range of 98-100%.

(5) Support provided to and use made of special employment programs (handicapped, veterans, summer hires, host enrollees).

(6) Contacts established and maintained with colleges and universities and on-campus visits conducted, including those to minority institutions, and technical and non-technical schools.

(7) Recruitment sources utilized such as CO-OP Program, CSC, Veterans Organizations - Labor Unions - Local professional and non-professional organizations. Paid advertising used?

(8) Action to seek out minorities and females?

(9) Vacancy announcements posted.

(10) DOD priority placement program receiving attention and documentation maintained.

(11) Oversea recruitment and processing given proper attention.

b. Placement.

(1) Merit Promotion Plan current, clear and understandable.

(2) Employees aware of basic merit principles, how the Merit Promotion Plan operates, their responsibilities and opportunities for advancement.

(3) Methods for developing better candidate evaluation and techniques realistic.

(4) Supporting records properly maintained and action fully documented.

(5) Employees reaction to fairness of selections.

(6) Placement follow-ups made.

7. Career Management.

a. Executive Planning Board established and functioning.

b. Career program managers support in recruitment process.

c. Recruitment situation/hire lag for career program positions at mandatory referral levels.

d. Timeliness of career referral lists and quality of referrals.

e. Career records maintenance current. Need up-dating.

f. Identification of and meeting intern intake needs.

g. Training and developmental opportunities for career field personnel fully exploited.

h. Career Appraisals up-to-date and realistic. Follow-up system.

i. SKAPS realistic, current, and reflect career patterns.

8. Training and Development.

a. Training Committee appointed and active in carrying out prescribed planning, coordinating and evaluation functions.

b. High potential managers and executives identified and developmental assignments planned.

c. Training program plans prepared, updated, and evaluated for employees in developmental assignments; including career interns and those in special emphasis programs (Upward Mobility, Vietnam Era Veterans, Worker-Trainee, CO-OP students).

d. SF 50's prepared for special developmental assignments.

e. Formal plans (IDP's) prepared.

f. New supervisors:

(1) Provided 40 hours of supervisory training within 6 months of assignment to supervisory duties.

(2) Provided 80 hours of supervisory training within 2 years of assignment to supervisory duties.

g. Employee self-development efforts actively encouraged and supported by managers and supervisors. (Professional registration and licenses)

h. Training program evaluated at least annually.

9. Position and Pay Management.

a. Position Management Officer (PMO) designated and responsibilities assigned - Understood and functioning.

b. Effect of high grade position and average grade control objectives on position and pay management.

c. Regular and ongoing coordinated position mangement studies completed and follow through accomplished.

d. Survey requirements completed during last fiscal year and status of current FY survey accomplishments.

e. Extent of supervisors participation in annual survey process.

f. System initiated for monitoring and controlling work assignments (details).

g. Use of DA standardized job descriptions.

h. Pay accuracy rate as close as possible to 100%, but not less than 93%.

i. Positions (filled and vacant) reviewed for necessity.

j. Job description changes furnished on a timely basis.

k. Copies of job descriptions provided employees and classification standards made available to employees.

l. FLSA status documented on job descriptions and workforce informed of the provisions of FLSA.

10. Labor Relations.

a. Labor relations policy statement or regulation issued.

b. Labor relations officer designated.

c. Labor relations counselor established in Office of Counsel.

d. Supervisors and managers trained in requirements and procedures in contract negotiations administration.

e. Degree of effectiveness in negotiations; and in resolving complaints.

f. Work stoppage contingency plan current.

11. Management-Employee Relations.

a. Communication information system established.

b. Personnel policies and changes communicated to workforce.

c. System established for monitoring and rectifying problem areas (sick leave usage, loss rate, disciplinary actions).

d. Complaints, grievances and appeals processed on a timely basis.

e. Supervisors execute full-range of responsibilities.

f. Adequacy of working conditions and of employee services.

g. Individual counseling provided, as necessary.

h. Assessment of employees attitudes - Results of questionnaires.

12. Incentive Awards and Suggestions.

a. Awards.

(1) Extent of support by Commander and top management officials, including the development and distribution of policies and procedures.

(2) Effective use of honorary awards system beginning at mid-career levels. Has specific program required by OCE Supplement 1 to AR 672-20 been established? How many nominations for higher level awards have been submitted annually during the past three calendar years?

(3) Incentive Awards Committee established and functioning.

(4) Use of Awards in relation to DA guidelines.

(5) Extent of efforts to assure a balanced distribution of awards between supervisor/non-supervisor, WG-GS, minorities and women. Describe imbalances and corrective action.

(6) Gallery of distinguished civilian employees established? Location?

b. Suggestions.

(1) Program actively promoted including Commander support, participation, development and distribution of policies and procedures and promotional campaigns.

(2) Quality and quantity of suggestions in terms of significant improvements in efficiency of operations and productivity. (Tangible benefits)

(3) Timeliness of evaluations and backlog experience vs DA goals.

13. Program Planning, Self-Evaluation and Feedback System.

a. Planning.

(1) Personnel program document developed with managerial input, geared to local needs, including items of action and time frames for completion, and includes DA and OCE goals and objectives.

(2) Mobilization planning document issued, and relates to mission requirements.

(3) All applicable pre-emergency checklist actions current and complete and meet requirements of CPR 910 and ER 690-1-910.

b. Self-Evaluation.

(1) Complete staff visits of Districts by Division and maintain follow-ups on any problem areas until resolved.

(2) System designed to assess program status against DA and OCE requirements and local program objectives.

(3) Self-audits conducted as required by paragraph 4a(5), ER 690-1-250.

(4) Degree of compliance with latest CSC, DA and OCE inspections or reviews on recommended action areas.

c. Feedback System.

Commander and operating officials furnished meaningful feedback indicating progress and problems and actions tailored to organizational needs, to improve performance.

14. Effectiveness of Automation System.

a. Processing personnel actions. (Timeliness)

b. Extent of use of computerized information (reports, suspense listings etc).

c. CIVPERSINS error/rejection experience.

15. Civilian Personnel Office Operations.

a. Delegation of authority on record.

b. Organization and functions in accordance with regulations (CPR 250.5; ER 10-1-2; ER 690-1-272).

c. Allocated resources (staffing).

d. Program effectiveness.

(1) Violation Rate.

(2) Self-audit system.

(3) Visits to supervisors and to field sites established and maintained.

e. Physical Facilities.

(1) Adequate - sufficient.

(2) Areas available for privacy or confidential interview

APPENDIX B

EMPLOYEE QUESTIONNAIRE

The Corps of Engineers is conducting a survey of how civilian employees feel about their jobs and work situation. In order for your response to be useful, however, it is important that you answer each question carefully and honestly.

For some questions you may feel you do not have enough information to respond (for example, you may be a new employee). It is requested that you answer as best you can based on the information you have.

GENERAL INSTRUCTIONS

1. Read each question carefully, then circle one answer for each question.

2. Circle answers in pencil or by ball point pen.

3. Cleary mark any answer you wish to change.

4. Do not write your name or social security number on the questionnaire.

EMPLOYEE QUESTIONNAIRE

1. Do military and civilian employees at this installation usually work well together?

    a. Yes
    b. No
    c. Don't know

2. Are you serving at a grade level below that held on a previous job?

    a. Yes
    b. No

3. How would you rate this installation as a place to work?

    a. Excellent
    b. Good
    c. Fair
    d. Poor
    e. No opinion - new employee

4. How do you rate your boss as a supervisor?

    a. Outstanding
    b. Above average
    c. Average
    d. Below average
    e. Unsatisfactory

5. When you do a good job, does your supervisor let you know it is appreciated?

a. Always or usually
b. Approximately one-half of the time
c. Seldom or never
d. Don't know or unsure

6. Do you think that employees who have received cash awards for performance (Sustained Superior Performance, Quality Step Increase) are among the most deserving?

a. Always or usually
b. Approximately one-half of the time
c. Seldom or never
d. Don't know or unsure

7. With respect to the "Suggestion Program" your supervisor:

a. Encourages and assists you in preparing and submitting suggestions
b. Encourages but does not assist you in submitting suggestions
c. Tells you that you can submit suggestions, but does not actively encourage you to do so
d. Discourages you from submitting suggestions
e. Has told you little or nothing about the program

8. How much work are you given to do?

a. Too much to be able to do a good job
b. About the right amount
c. Too little to keep me busy
d. New on the job

9. Are employees working at their grade level?

a. Higher graded employees do too much lower level work
b. Lower graded employees do too much higher level work
c. Employees do work equal to their grades
d. Don't know

10. The grade of your job is based on which one of the following:

a. How well you do your work
b. How much work you do
c. Duties and responsibilities of your job description
d. Don't know

11. Has your supervisor discussed the accuracy of your job description with you in the past year or so?

a. Yes
b. No
c. No. I have only recently been assigned to this position.

12. Does your job description describe your main duties?

a. Yes
b. No
c. Don't know

13. Do you usually feel free to approach your supervisor to discuss matters which are of concern to you?

a. Yes
b. No
c. Not sure

14. What is your main source of information about pay, leave, retirement or other personnel matters?

a. Your supervisor
b. The "grapevine"
c. Your union representative
d. Civilian Personnel Office
e. Other

15. If you did something your supervisor did not like, do you think he would give you a chance to explain "your side of the story"?

    a. Yes
    b. No
    c. Don't know

16. Your supervisor uses performance appraisals to:

    a. Blame you for what you have done wrong
    b. Decide who will be promoted
    c. Help you reach an understanding as to how well you are doing
    d. Don't know
    e. Too new to have one

17. Do you have a clear understanding of the amount of work your supervisor expects from you and how well you are to do it?

    a. Yes
    b. No

18. How often does your supervisor discuss your work performance with you, either formally or informally?

    a. Every 3 months or more frequently
    b. More than once a year
    c. Once a year (annual appraisal)
    d. Less than once a year
    e. Never

19. Have discussions helped you to understand what your supervisor expects of you?

    a. Yes
    b. No, discussions were not helpful
    c. No, my supervisor has not told me what or how I can improve my performance
    d. My supervisor has never discussed my performance with me

20. The present performance appraisal system is:

    a. Valuable, helps employees understand how they are doing
    b. Useful only to identify outstanding or unsatisfactory employee performance
    c. Improperly used to reward supervisor's "pets" or to give employees "a hard time"
    d. A waste of time, should be revised

21. Which of the following best describes your understanding of the Installation's Merit Promotion Plan?

    a. I have a good understanding of it
    b. It is not clear to me
    c. The plan is not available for employees to read
    d. I don't know whether the installation has a plan

22. Announcements of vacancies/promotion opportunities are usually available:

    a. In time to apply
    b. Too late to apply
    c. Don't know
    d. Not available or not posted for me to see

23. Do you believe that selections for promotion are made fairly?

    a. Most of the time
    b. Rarely
    c. Don't know

24. Do your job assignments utilize the skills for which you are employed?

    a. Always or usually
    b. Approximately one-half the time
    c. Seldom or never
    d. Don't know or unsure

25. Of the following, which do you think would be the one most effective way to get more employees to make suggestions in the suggestions program?

    a. More encouragement from supervisors for employees to participate
    b. More and better contests to increase interest
    c. Fairer consideration of suggestions
    d. Faster consideration of suggestions

26. Check the item that you think would be most effective in improving employee work performance.

    a. Credit from supervisor for job well done
    b. Cash award
    c. More job freedom
    d. Improved chance for promotion
    e. Respect from co-workers

27. Is annual leave granted fairly among members of your work unit?

    a. Yes
    b. Granted fairly, but unscheduled
    c. Scheduled, but not granted fairly
    d. No
    e. Don't know

28. If you used a total of eight workdays or more of sick leave in the past year, what was the reason for it?

    a. Long term illness or serious injury
    b. Short term illnesses or frequent need for medical care
    c. Working conditions; lack of supervisory concern
    d. Unclear sick leave policy or other reasons
    e. I don't recall using more than eight workdays of sick leave

29. Are men and women treated alike in all employment matters such as hiring, promotion, awards and training?

    a. Yes, treated alike
    b. Women are treated better than men
    c. Men are treated better than women
    d. Not sure

30. Does your supervisor actively support the Equal Employment Opportunity Program?

    a. Yes
    b. No
    c. Don't know

31. EEO Counselor's responsibility is:

    a. To write the EEO action plan and see that it is carried out
    b. To try to solve problems brought to them by employees
    c. To explain EEO policy to management and enforce it
    d. All of the above
    e. Don't know

32. Do you believe you receive equal opportunity and treatment on the job?

    a. Yes
    b. No
    c. Unsure

33. If there is not equal opportunity or treatment, which one of the following is the basis for it?

    a. Race or color
    b. Religion or national origin
    c. Sex
    d. Age
    e. None, equal treatment received

34. If there is not equal opportunity or treatment, in which one of the following employment areas does it most frequently occur?

a. Initial hiring and work assignments
b. Training
c. Promotions
d. Awards
e. None, equal treatment received

35. Does your supervisor discuss whether you have any needs fort raining?

a. More than once a year
b. Once a year
c. Not in the past year
d. Don't remember
e. New employee

36. To perform adequately in your present job do you feel you now need:

a. Additional training in basic skills and knowledges
b. Updating of skills and knowledges
c. No additional training for present job

37. Has the on or off-the-job training provided you within the past two years:

a. Helped you do a better job
b. Not sure it helped do a better job
c. Been of no value
d. Have had no training in the past two years

38. Does your supervisor stress safe working practices on the job?

a. Yes
b. No
c. Don't know

39. Which of the following best describes the attitude of your supervisor?

a. Primarily interested in getting the work out
b. Primarily interested in the welfare of his employees
c. Interested in both production and employees
d. Shows little interest in either production or employees

40. Are you allowed to try new work methods on the job?

a. Always or usually
b. Approximately one-half of the time
c. Seldom or never
d. Don't know or unsure

41. Which one of the following unsatisfactory conditions hinders work output in your organization most?

a. Ventilation, air conditioning, heating, lighting
b. Eating facilities
c. Transportation, parking
d. Supplies, equipment, materials
e. None of the above, conditions are satisfactory or better

42. Are you kept as well informed about matters affecting your work as you need to be?

a. Always or usually
b. Approximately one-half of the time
c. Seldom or never
d. Don't know or unsure

43. What is your immediate supervisor's attitude toward employees joining unions?

a. Encourages us to join
b. Discourages us from joining
c. Hasn't voiced any opinion one way or the other
d. Indicates we can do as we wish

44. If you had a grievance, would you want a union representative to assist you?

    a. Yes
    b. Probably
    c. No
    d. Don't know

45. Which of the following best describes your experience with the civilian personnel office staff?

    a. They were helpful
    b. They tried but were unable to help me
    c. They didn't seem interested in my problem
    d. They were discourteous
    e. I've had no experience with the personnel office staff

46. Are there procedures for employees to follow at this installation if they have complaints?

    a. Yes
    b. No
    c. Don't know

47. Would you feel free to submit a grievance or an appeal without fear of its being held against you?

    a. Yes
    b. No
    c. Don't know

48. Does the use of alcohol or drugs affect the performance of any employees in your organization?

    a. Yes, alcohol
    b. Yes, drugs
    c. Yes, both
    d. No
    e. Don't know

49. Is there an Army program available to employees who need help with problems caused by or related to the use of alcohol or drugs?

    a. Yes, and results have been good
    b. Yes, but ineffective
    c. Yes, but program results unknown
    d. No program
    e. Don't know

50. Have the provisions of and your responsibility under the Fair Labor Standards Act been satisfactorily explained to you?

    a. Yes
    b. No
    c. Not sure

ENG Form 4662-R, 1 Mar 78
(To be reproduced from directive)

APPENDIX C

SUPERVISOR QUESTIONNAIRE

The Corps of Engineers is conducting a survey of how supervisors feel about their jobs and work situation. In order for your response to be useful, however, it is important that you answer each question carefully and honestly.

For some questions you may feel you do not have enough information to respond (for example, you may be a new supervisor). It is requested that you answer as best you can based on the information you have.

GENERAL INSTRUCTIONS

1. Read each question carefully, then circle one answer for each question.

2. Circle answers in pencil or by ball point pen.

3. Clearly mark any answer you wish to change.

4. Do not write your name or social security number on the questionnaire.

SUPERVISOR QUESTIONNAIRE

1. Do military and civilian employees at this installation usually work well together?

   a. Yes
   b. No
   c. Don't know

2. Are you serving at a grade level below that held on a previous job?

   a. Yes
   b. No

3. How many employees (military and civilian supervisors) report directly to you?

   a. One
   b. Two
   c. three to ten
   d. Eleven to twenty
   e. More than twenty

4. How long have you been a supervisor?

   a. Six months or less
   b. Six months to two years
   c. Two years to five years
   d. More than five years

5. Have you completed at least 40 hours of Basic Supervisory Development training?

   a. Yes
   b. Some, but less than 40 hours
   c. No training
   d. Not sure

6. Have you completed at least 80 hours of Basic Supervisory training?

   a. Yes
   b. Some but less than 40 hours
   c. More than 40 hours, but less than 80 hours
   d. No training
   e. Not sure

7. Have you completed a 40 hour Middle Manager workshop/seminar training course?

   a. Yes
   b. No
   c. Don't know

8. Have you completed the Personnel Management for Executives (PME) Seminar?

   a. Yes
   b. No
   c. Don't know

9. When new job descriptions (DA Form 374) are needed, you are authorized to:

   a. Propose duties for a new job description
   b. Propose and approve a new job description
   c. No authority
   d. Don't know

10. When you act on annual position classification survey lists (DA Form 279) are you authorized to:

    a. Recommend action only
    b. Recommend and approve action
    c. No authority
    d. Don't know

11. Are employees you supervise performing the major duties on their job descriptions?

    a. Yes, all are
    b. Most are, few officially detailed
    c. No, some job descriptions need updating
    d. No, many job descriptions need updating
    e. Don't know

12. Do you discuss with your employees the accuracy of their job descriptions?

    a. Yes
    b. No
    c. Not my responsibility
    d. New supervisor

13. When official details (SF 52) are needed, are you authorized to:

    a. Propose details
    b. Propose and approve details
    c. No authority
    d. Don't know

14. Did you take part in the last classification survey of positions under your supervision?

    a. Yes
    b. No
    c. No. I'm a new supervisor in this organization
    d. There has been no survey of my organization in more than two years
    e. Don't remember

15. What is your main responsibility when there are major changes in the duties of your employees?
    a. Report changes to my supervisor
    b. Report changes to the Civilian Personnel Office
    c. Make a note of the change and save it for the next survey
    d. I have no responsibility
    e. Don't know

16. How long can you detail an employee to a different job or set of duties without taking official detail action on SF-52 (Request for Personnel Action)?

    a. Up to 2 weeks
    b. Up to 30 days
    c. Up to 60 days
    d. Not to exceed one year
    e. Don't know

17. Is the present position structure of your organization appropriate for getting the work done efficiently and economically?

    a. Number of positions adequate and grades appropriate
    b. Too few positions
    c. Grades inappropriate
    d. Grades and numbers inadequate
    e. Don't know

18. Are there enough people in the organization you supervise to get the job done?

    a. Yes, enough people
    b. Too few authorized
    c. Too many vacancies
    d. More people than needed
    e. Enough people, some with wrong skills

19. How often do you discuss work performance with your employees, either formally or informally?

    a. More than once a year
    b. Once a year
    c. Less than once a year
    d. Never
    e. New supervisor

20. How long does it usually take to fill a vacant position in your organization through career programs?

    a. Under 30 days
    b. 30 - 60 days
    c. More than 60 days
    d. No experience

21. As a supervisor, are you properly involved in selecting replacements for vacant positions you supervise?

    a. Yes, fully
    b. Yes, but not enough
    c. No

22. Who is responsible for explaining the merit promotion plan to your employees?

    a. I am
    b. My supervisor
    c. Subordinate supervisor
    d. The Civilian Personnel Office
    e. Don't know

23. How long will regulations permit detailing an employee to a higher graded job without competition for the detail assignment?

    a. Up to 30 days
    b. Up to 60 days
    c. Not to exceed 120 days
    d. Not to exceed one year
    e. Don't know

24. Are you asked to complete a placement followup on new or reassigned employees?

a. Always or usually
b. Sometimes
c. Seldom or never
d. No placements in my experience
e. Don't know or unsure

25. In your experience are the people referred for selection well qualified for the job to be done?

a. Always or usually
b. Sometimes
c. Seldom or never
d. No referrals to me
e. Don't know or unsure

26. Does an employee organization (labor union) represent any employees you supervise?

a. Yes
b. No
c. Don't know

27. Have you received training on provisions of the union agreement (contract) which applies to employees you supervise?

a. Yes, training helped me use the contract
b. Yes, but the training was not helpful to me
c. I have not been trained in contract administration
d. No contract covers employees I supervise
e. Don't know

28. What is your usual relationship with the union (Representative) Steward regarding working conditions or employees in your organization?

a. He discusses these things primarily with me
b. He discusses them with me and other supervisors
c. He discusses with top management or CPO representatives
d. No union, or no contact with union representative
e. Union is inactive and no contact

29. Have your views been solicited regarding negotiations or administration of a labor contract?

a. Yes
b. No
c. No contract
d. Don't know

30. Is the union contract (agreement) covering employees you supervise helpful?

a. Yes, it is used regularly for guidance
b. No, it causes trouble on the job
c. Contract is seldom used
d. No contract
e. Don't know

31. How often do you and your employees get important news through union channels before it has come through management channels?

a. Never
b. Occasionally
c. Frequently

32. Which person below assisted you <u>most</u> to understand and carry out your role in equal employment opportunity matters:

a. My supervisor or a manager in my organization
b. The Equal Employment Opportunity Officer
c. An Equal Employment Opportunity Counselor
d. A Civilian Personnel Office staff member
e. No one

33. The EEO Counselor's responsibility is:

a. To write the EEO action plan and see that it is carried out
b. To try to solve problems brought to them by employees
c. To explain EEO policy to management and enforce it
d. All of the above
e. Don't know

34. Were your performance of EEO responsibilities discussed with you at the time of your performance evaluation?

a. Yes
b. No
c. No discussion of my performance
d. Don't remember

35. EEO training I have had has been:

a. Helpful in carrying out my EEO role
b. Unnecessary
c. Of little value
e. Not applicable; no training

36. How do you feel about the way the Equal Employment Opportunity Program operates at this installation?

a. It is too aggressive
b. It is not aggressive enough
c. Program operation is about right
d. Don't know or not sure

37. During the past year with how many of your employees have you discussed any needs they have for further training (OJT, formal classroom, on/off post)?

a. All or most
b. Some
c. None
d. Not my responsibility

38. Did you identify any training needs?

a. Yes
b. None needed
c. Not my responsibility
d. No

39. If your employees have needs for training have you arranged for them to receive it?

a. Yes, and they were trained or are scheduled for training
b. Yes, but funds/spaces were not available
c. Needed training not available
d. Can't spare employee from work
e. Not my responsibility

40. If an employee you directly supervise has a grievance who <u>initially</u> discusses and reviews the circumstances with him?

a. The Civilian Personnel Office
b. I do
c. Another level of supervision
d. Other
e. Don't know

41. Is there a program to deal with an employee you supervise whose drinking or use of drugs interferes with efficient job performance?

a. Yes, and results have been good
b. Yes, but ineffective
c. Yes, but program results unknown
d. No program/not aware of a program
e. Don't know

42. Are you allowed to try new work methods or take action to help resolve organizationsl problems?
    a. Always or usually
    b. Sometimes
    c. Seldom or never
    d. Don't know or unsure

43. Are you required to get approval for decisions you should be allowed to make yourself?

    a. Always or usually
    b. Sometimes
    c. Seldom or never
    d. Don't know or unsure

44. Are you kept as well informed as you need to be to properly supervise your work force?

    a. Always or usually
    b. Sometimes
    c. Seldom or never
    d. Don't know or unsure

45. Are you asked for your comments on propsed policies and administrative changes which affect your job?

    a. Always or usually
    b. Sometimes
    c. Seldom or never
    d. Don't know or unsure

46. What one function within the Civilian Personnel Office have you had the most contact with in the past year?

    a. Position and Pay Management
    b. Recruitment and Placement
    c. Management-Employee Relations/Labor Relations
    d. Training and Development
    e. None

47. How would you rate the service provided you by the Civilian Personnel Office?

    a. Excellent
    b. More than adequate
    c. Adequate
    d. Less than adequate
    e. No contact or not enough experience to determine

48. Is periodic feedback (statistics and analysis) on personnel management from the CPO useful in helping to know how your organization compares with others?

    a. Yes
    b. Too infrequent to be useful
    c. Of poor quality
    d. No feedback

49. Does the Army Career Program system provide employees adequate opportunity for development and advancement?

    a. Usually
    b. Sometimes
    c. Seldom/never
    d. No experience
    e. Don't know

50. Does the use of alcohol or drugs affect the performance of any employees you supervise?

    a. Yes, alcohol
    b. Yes, drugs
    c. Yes, both
    d. No
    e. Don't know

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(To be reproduced from directive)

APPENDIX D
SURVEY GUIDANCE

AVERAGE STRENGTH	EMPLOYEE QUESTIONNAIRES	SUPERVISOR QUESTIONNAIRES	DESK AUDITS	JOB DESCRIPTION REVIEWS
under 500	40%	50%	8	15
500-1000	30%	40%	10*	20*
1000-1500	20%	30%	12*	25*
over 1500	10%	20%	14*	30*

* minimum numbers