

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 most 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:
- To write the EEO action plan and see that it is carried out
  - To try to solve problems brought to them by employees
  - To explain EEO policy to management and enforce it
  - All of the above
  - Don't know
34. Were your performance of EEO responsibilities discussed with you at the time of your performance evaluation?
- Yes
  - No
  - No discussion of my performance
  - Don't remember
35. EEO training I have had has been:
- Helpful in carrying out my EEO role
  - Unnecessary
  - Of little value
  - Not applicable; no training
36. How do you feel about the way the Equal Employment Opportunity Program operates at this installation?
- It is too aggressive
  - It is not aggressive enough
  - Program operation is about right
  - 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)?
- All or most
  - Some
  - None
  - Not my responsibility
38. Did you identify any training needs?
- Yes
  - None needed
  - Not my responsibility
  - No
39. If your employees have needs for training have you arranged for them to receive it?
- Yes, and they were trained or are scheduled for training
  - Yes, but funds/spaces were not available
  - Needed training not available
  - Can't spare employee from work
  - Not my responsibility
40. If an employee you directly supervise has a grievance who initially discusses and reviews the circumstances with him?
- The Civilian Personnel Office
  - I do
  - Another level of supervision
  - Other
  - 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?
- Yes, and results have been good
  - Yes, but ineffective
  - Yes, but program results unknown
  - No program/not aware of a program
  - 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 propesd 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