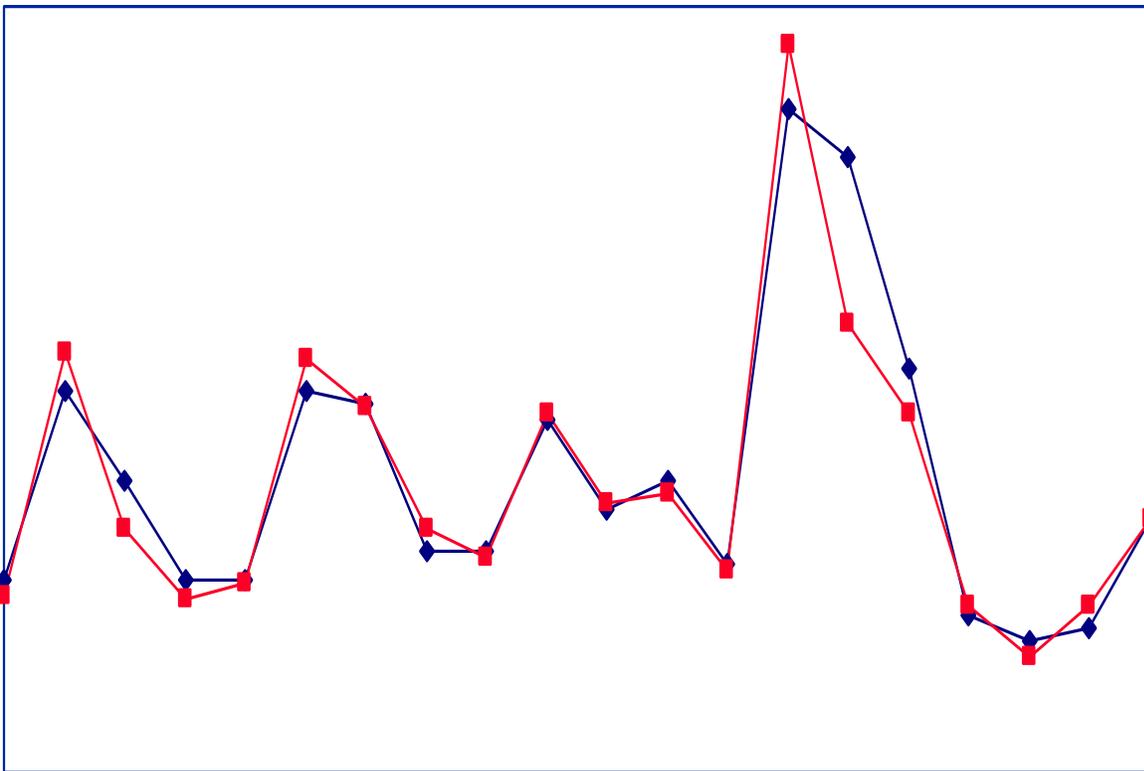


Civilian Human Resources

FY02 ANNUAL EVALUATION



Office of the Assistant G-1 for Civilian Personnel Policy

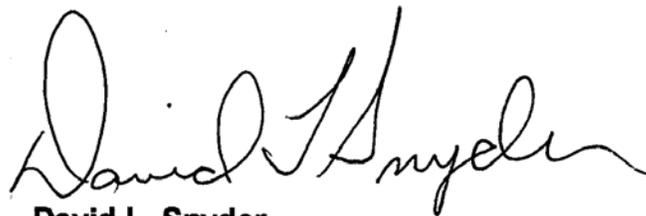
From the Assistant G-1 (Civilian Personnel Policy)

FY02 was a landmark year for us. We were the first to deploy the Modern Defense Civilian Personnel Data System. We closed two Civilian Personnel Operations Centers, realigned their servicing boundaries and transferred more than 90,000 personnel folders. Our civilian Army Benefits Center became fully operational. All of these changes were made to enhance productivity, leverage technology, mirror best business practices, and, above all, better support the Transformed Army.

Rapid response to Army's expanding missions by shaping, structuring and distributing the civilian workforce is our primary goal. We will continue to track how fast we fill jobs because filling jobs fast is what our customers want most from us. Last year we filled over 68,000 civilian positions. Our average time to fill a job is down from 77 days at the end of FY98 to 58 days at the end of FY02. We accomplished this with 51% fewer CHR professionals than we had in FY90. No doubt we will continue to improve as we further streamline our business processes, build automation strength, and strategically manage and develop the civilian workforce.

Whatever challenges come our way - resolving funding shortfalls, fielding systems, supporting personnel reform, or revitalizing the workforce - we will succeed because our people are the Army's most valuable asset. We have what it takes to get the job done - honor, loyalty, courage, integrity, mental agility, adaptability, sound judgment, technological ingenuity and an understanding of the many diverse cultures with which we interact.

This report is about our CHR community - who we are, what we do, what we value.

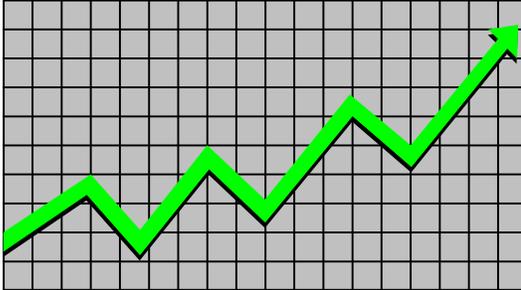
A handwritten signature in black ink, appearing to read "David L. Snyder". The signature is fluid and cursive, with a large initial "D" and "S".

David L. Snyder

Army Civilian Human Resource Professionals – Helping Leaders Meet the Mission

Civilian Human Resources (CHR) FY02 Annual Evaluation

Contents



Executive Summary

Introduction **i**

Year in Review **iv**

Performance Indicators

Cost/Efficiency

| | | |
|-----|---|---|
| 1-1 | Servicing Ratio (Operating Level Only) | 1 |
| 1-2 | Servicing Ratio (Operating & Admin. Support) | 2 |
| 1-3 | Servicing Ratio (Operating & Staff) | 3 |
| 1-4 | Servicing Ratio (Operating, Staff & Admin. Support) | 4 |
| 1-5 | Civilian Strength | 5 |
| 1-6 | Production per Operating-Level Personnelist | 6 |
| 1-7 | Production per Served Customer | 7 |

CPA Effectiveness

| | | |
|-----|---|----|
| 2-1 | Customer Satisfaction | 8 |
| 2-2 | Timeliness of Processing Benefits | 9 |
| 2-3 | Staffing Timeliness | 10 |
| 2-4 | Staffing - Compliance | 11 |
| 2-5 | MER - Compliance | 12 |
| 2-6 | HQ ACPERS Data Quality - OPM Score | 13 |
| 2-7 | HQ ACPERS Data Quality - Quality Control Report | 14 |
| 2-8 | DCPDS Data Quality | 15 |
| 2-9 | CPAC Workforce Effectiveness | 16 |

Contents

CPM Effectiveness

| | | |
|-----|---|----|
| 3-1 | Grade Accuracy | 17 |
| 3-2 | Assignment Accuracy | 18 |
| 3-3 | Performance Appraisals - Compliance | 19 |
| 3-4 | Arbitration Decisions | 20 |
| 3-5 | Unfair Labor Practices | 21 |
| 3-6 | Classification Appeals | 22 |
| 3-7 | Federal Employees Compensation Act (FECA) | 23 |
| 3-8 | ACTEDS Intern Funds | 25 |
| 3-9 | Emergency Essential Employees | 26 |

Work Force Morale

| | | |
|------|---|----|
| 4-1 | Satisfaction with Job | 27 |
| 4-2 | Satisfaction with Career | 28 |
| 4-3 | Satisfaction with Supervisor | 29 |
| 4-4 | Satisfaction with Management | 30 |
| 4-5 | Satisfaction with Promotion System | 31 |
| 4-6 | Satisfaction with Awards & Recognition | 32 |
| 4-7 | Satisfaction with Discipline/Grievance/EEO Procedures | 33 |
| 4-8 | Satisfaction with Work Group | 34 |
| 4-9 | Satisfaction with Amount of Authority | 35 |
| 4-10 | Satisfaction with Training & Development | 36 |
| 4-11 | Satisfaction with Fairness | 37 |
| 4-12 | Grievances - Administrative Procedures | 38 |
| 4-13 | Grievances - Negotiated Procedures | 39 |
| 4-14 | EEO Complaints | 40 |

Work Force Quality

| | | |
|-----|-------------------------------------|----|
| 5-1 | Education Level (Interns) | 41 |
| 5-2 | Education Level | 42 |
| 5-3 | Monetary and Time Off Awards | 45 |
| 5-4 | Disciplinary/Adverse Actions | 46 |
| 5-5 | Disciplinary/Adverse Actions by RNO | 47 |

Work Force Representation

| | | |
|-----|---|----|
| 6-1 | RNO | 48 |
| 6-2 | Gender | 51 |
| 6-3 | Disabilities | 52 |
| 6-4 | Gender (DA/Local Interns and Functional Trainees) | 53 |
| 6-5 | RNO (DA/Local Interns and Functional Trainees) | 54 |
| 6-6 | Gender (New Hires) | 55 |
| 6-7 | RNO (New Hires) | 56 |

Contents

Appendix

| | | |
|------|---|-----|
| 1-3 | Servicing Ratio - Operating & Staff | A1 |
| 1-5 | Civilian Strength | A2 |
| 2-1 | Customer Satisfaction | A3 |
| 2-3 | Staffing Timeliness | A11 |
| 2-4 | Staffing Compliance | A12 |
| 2-5 | MER Compliance | A13 |
| 2-6 | HQ ACPERS Data Quality - OPM Score | A14 |
| 2-9 | CPAC Work Force Effectiveness | A15 |
| 3-1 | Grade Accuracy | A16 |
| 3-2 | Assignment Accuracy | A17 |
| 3-3 | Performance Appraisals - Compliance | A18 |
| 3-4 | Arbitration Decisions | A19 |
| 3-5 | Unfair Labor Practices | A20 |
| 3-7 | Federal Employees Compensation Act (FECA) | A21 |
| 3-8 | ACTEDS Intern Funds | A22 |
| 3-9 | Emergency Essential Employees | A24 |
| 4-1 | Satisfaction with Job | A25 |
| 4-2 | Satisfaction with Career | A28 |
| 4-3 | Satisfaction with Supervisor | A30 |
| 4-4 | Satisfaction with Management | A33 |
| 4-5 | Satisfaction with Promotion System | A36 |
| 4-6 | Satisfaction with Awards & Recognition | A39 |
| 4-7 | Satisfaction with Discipline/Grievance/EEO Procedures | A41 |
| 4-8 | Satisfaction with Work Group | A43 |
| 4-9 | Satisfaction with Amount of Authority | A45 |
| 4-10 | Satisfaction with Training & Development | A48 |
| 4-11 | Satisfaction with Fairness | A51 |
| 4-12 | Grievances - Administrative Procedures | A54 |
| 4-13 | Grievances - Negotiated Procedures | A55 |
| 5-2 | Education Level | A56 |
| 5-3 | Monetary and Time Off Awards | A58 |
| 5-4 | Disciplinary/Adverse Actions | A60 |
| 5-5 | Disciplinary/Adverse Actions by RNO | A63 |
| 6-1 | RNO | A64 |
| 6-2 | Gender | A65 |
| 6-3 | Disabilities | A66 |

Executive Summary

The FY02 *Annual Evaluation* assesses the effectiveness of Army's civilian personnel system -- from the morale, quality and representation of the work force to the effectiveness of personnelists and managers. Where possible, performance was measured against objectives. For some indicators, where objectives were not available, we compared Army performance against DOD and Government-wide data. Whenever possible, we used historical data for perspective. Key findings are reported below.

Cost/Efficiency

- Servicing ratios continued to improve. While the number of operating-level personnelists stayed the same, the number of administrative support and staff-level personnelists decreased. (pages 1-4)
- Overall civilian strength (military function) increased and was 6,150 employees above target. (page 5)
- As measured by the Civilian Productivity Reporting System (CivPro), productivity per personnelist is the highest it has been in three years and productivity per serviced employee is the highest it has been in five years. (pages 6-7)

CPA Effectiveness

- Customer satisfaction: the most recent ratings from FY01 showed dramatically improvement, up approximately 20%. (page 8)
- Timeliness of benefits processing: average processing time declined. For the first time in three years, we did not meet the OPM standard. (page 9)
- Timeliness of filling jobs: average fill-time stayed about the same, increasing from 57 to 58 days. Three years ago, average fill-time was 73 days. (page 10)
- Regulatory and procedural compliance: Army met the management-employee relations objective, but not the staffing objective. (page 11-12)
- Data quality: Army met the objectives for two of the three measures. The measure that failed missed meeting the objective by two percentage points. (pages 13-15)
- CPAC workforce effectiveness: CPACs met the amber standard for the average time a recruit/fill action flows through the CPAC. They also met the green standard for the CPAC Supervisory Assessment customer service measure. (page 16)

Management Effectiveness

- Grade and assignment accuracy: grade accuracy improved and is above the 90% objective for the third year in a row. Assignment accuracy, however, is lower than the 90% objective for the third year in a row. (pages 17-18)

- Regulatory and procedural compliance of TAPES: management continues to badly lag in this area, missing the objective by a wide margin for the third year in a row. (page 19)
- Labor-management relations: Army continues to do well in avoiding Unfair Labor Practice complaints. As for arbitration decisions, half favored management; a third were either split/mitigated, and the rest favored the union. (pages 20-21)
- Classification appeals: although the number of appeals rose in FY02, they are still in line with the long-term declining trend. However, Army did not meet the objective due to the high relatively high number (10) of appeals overturned. (page 22)
- Controlling Federal Employees Compensation Act claims and costs: FY02 DOL chargeback costs increased by nearly 6 million over FY01. The rate of long-term injury claims stayed the same in FY02. (pages 23-24)
- Estimating ACTEDS intern needs and executing allocated resources: Army executed 98% of its allocated ACTEDS intern dollars and 100% of its distributed workyears. (page 25)
- Identifying emergency essential employees: Army met the 90% objective for the third year in a row. (page 26)

Work Force Morale

- Morale: The most recent (FY01) attitude survey shows that morale improved across all dimensions, and in some areas dramatically. Supervisors have higher morale than do employees. Both groups are satisfied with their jobs, careers, co-workers, training and development opportunities, supervisors, and management. Career satisfaction is lower than job satisfaction. Both groups are relatively dissatisfied with awards and recognition, and promotion systems. We will conduct another Army-wide attitude assessment in FY03. (pages 27-37, 40)
- Formal grievances: The number of formal grievances continues to be at multi-year lows. (pages 38-39)
- Percent DA final findings of discrimination: The percentage rose in FY02 by about one-half percent over FY01 and crossed the 5 percent level for the first time in 10 years. The rise over the past two years may be due to the fact that in FY01 administrative judges were given the authority to render rather than recommend decisions. (page 41)

Work Force Quality

- The education level of civilian Army professional, technical, administrative, and clerical employees has been reasonably constant since FY92. Army's education level was similar to that of DOD but was lower than that of the Federal Government. Army's education level for professional series was nearly identical to that of DOD and that of the Federal Government. The education level of centrally funded interns in FY02 was higher than local interns or functional trainees. In FY02, the percentage for centrally funded interns with bachelor's degrees rose from 72% to 85%. (pages 42-45)

- The rate of incentive awards has nearly doubled in ten years. Army's incentive award rate was higher than the Federal Government rate and the DOD rate in FY02. (page 46)
- Army's rate of disciplinary and adverse actions is historically lower than the rates in DOD and the Federal Government (page 46). Within Army the rate of disciplinary and adverse actions is lower for minority than for non-minority employees. (page 47)

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY92. It was approximately the same as the DOD percentage but lower than that of the Federal Government. (pages 48-50)
- Army's percentage of female employees was the same as last year's. The percentage has decreased since FY92. It was about the same as the DOD percentage and about six percentage points lower than that of the Federal Government. (page 51)
- Army's percentage of disabled employees was slightly higher than last year's. The percentage has slowly declined since FY92, all within one percentage point. It was lower than the DOD percentage but higher than that of the Federal Government. (page 52)
- Army's percentage of female intern new hires continued to be lower than its percentage of female functional trainee new hires; however, the difference was not as great in FY02. (page 53)
- Army's percentage of minority DA interns and functional trainee new hires was mixed in FY02. (page 54)
- Army's percentage of FY02 female new hires was slightly lower than FY01. It has dropped by five percentage points since FY99. (page 55)
- Army's percentage of FY02 minority new hires increased in FY02. (page 56)

Introduction

The FY02 *Annual Evaluation* continues the evaluation philosophy underlying the FY96-01 *Annual Evaluations*, which represented a shift in the approach to program evaluation by the Office of the Assistant G-1 for Civilian Personnel Policy (DAPE-CP). Beginning in FY96, DAPE-CP has evaluated Civilian Human Resources (CHR) from an Army-wide perspective, focusing on program outcomes and results. It is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY02 Annual Evaluation* continues to balance the various aspects of CHR, from the effectiveness of service delivery on a year-to-year basis to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian work force. Analyses presented here provide critical feedback necessary for sound policy decisions, strategic planning, and guiding the CHR program successfully into the future.

Organization

The *Annual Evaluation* consists of the following sections:

- **Executive Summary** - A synopsis of the evaluation of all elements within the *Annual Evaluation*.
- **The Year in Review** - A narrative of events impacting on the CHR program and the civilian work force in FY02. The Year in Review is non-evaluative but provides context for the analyses presented in subsequent sections.
- **Performance Indicators** - Report on CHR performance against 51 indicators designed to inform the Army leadership about the health of the CHR program. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian Personnel Administration,

Effectiveness of Civilian Personnel Management, Civilian Work Force Morale, Civilian Work Force Quality, and Civilian Work Force Representation. Performance data are presented graphically with accompanying analyses.

- **Appendix** - Provides raw data used in the performance indicators. Major Command (MACOM) and Region breakouts of the data, where available, are included in this section.

Performance Indicators

Performance indicators for the *Annual Evaluation* are the result of an extensive review of the professional literature on program evaluation, discussions with functional experts at Headquarters, Department of Army (HQDA), and staffing with the MACOMs. The criteria used to select these indicators were spelled out in the

Evaluation Plan (Appendix D to the *FY97-98 CPA/M Strategic Plan*). In brief, the indicators are intended to:

- Evaluate the CHR program overall, without breaking out Civilian Personnel Advisory Center (CPAC) and Civilian Personnel Operations Center (CPOC) responsibilities.
- Measure areas beyond the direct control of the CHR function (e.g., civilian work force morale), emphasizing that Army managers and supervisors share in the responsibility to develop and care for the civilian work force.
- Impose minimal burden on the field in terms of additional reporting requirements. Almost all of the data for the indicators were obtained through automated sources.
- Set quantitative performance objectives for as many of the indicators as possible. Throughout the evaluation, the term “objective” is used to mean the threshold below which an intervention or special study may be necessary. It is a “trip wire” to warn of potential problems, rather than a “goal” which, arguably, should always be 100% (accuracy, compliance, satisfaction, etc.).
- **Present facts without undue analysis or interpretation.** Special studies are needed to determine the reasons for most of the trends identified.

Notes on Methodology

Definition of Work Force

Except as noted, work force data in the *Annual Evaluation* are shown for Army U.S. citizen appropriated fund employees in military and civil functions. Army National Guard Technicians are not included, unless otherwise specified.

Performance Indicators

- **Regulatory and Procedural Compliance Indicators –** U.S. Army Civilian Personnel Evaluation Agency (USACPEA) on-site surveys provided data for the items dealing with regulatory and procedural compliance (performance indicators 2-4, 2-5, 3-1, 3-2, and 3-3). FY89-92 data result from USACPEA’s normal review cycle. FY93-94 data are not available because USACPEA conducted only special studies during those years. FY95-00 data are based mainly on USACPEA’s regionalization-related reviews. The FY01-02 data are based again on USACPEA’s regular cycle of personnel management evaluations.

Since USACPEA selects review sites based upon MACOM affiliation, with the intent of surveying each MACOM on a regular basis, it makes no attempt to create a sample representative of Army as a whole. This MACOM “bias” in the sample must be kept in mind when comparing data across

fiscal years. The data, taken in total, forms a reasonably representative sample of Army. However, since USACPEA did not develop its yearly review schedules with the goal of providing Army-wide data that could be compared across fiscal years, this report attempts to draw only general conclusions from USACPEA survey data.

- **Morale Indicators** – We collected data for workforce morale and customer satisfaction (performance indicators 2-1, 4-1 through 4-11) from the Army Civilian Attitude Survey. Army administered this survey biennially to random samples of civilian employees and supervisors from FY77 to FY96 and annually from FY97 to FY01. In FY01, Army surveyed its entire US-citizen civilian workforce in appropriated and non-appropriated fund positions (excluding contractor, foreign national, and National Guard technician employees) via the internet. Army did not survey its workforce with the Army Civilian Attitude Survey in FY02. Instead it returned to the traditional biennial survey administration and focused on using survey results for change management.

Performance indicators do not report results of individual survey items but rely on composites of items that measure like concepts. Individual survey item results are found in the Appendix.

Morale indicator 4-14, Equal Employment Opportunity (EEO) Complaints was collected from the EEO Compliance and Complaints Review Agency (EEOCCRA).

- **Work Force Representation** – We provide three general indicators of representation and four demographic indicators of new hires and interns. Readers requiring more detailed breakouts should contact Army's EEO Agency.
- **Categorization of Performance Indicators** – Functional experts at HQDA placed indicators into the various categories (e.g., Effectiveness of Civilian Personnel Administration, Effectiveness of Civilian Personnel Management). In some instances, the placement has significant implications regarding the roles of CHR professionals. For instance, items 3-1 and 3-2, measuring, respectively, grade and assignment accuracy, are considered in this evaluation to be management responsibilities.

The Next Step

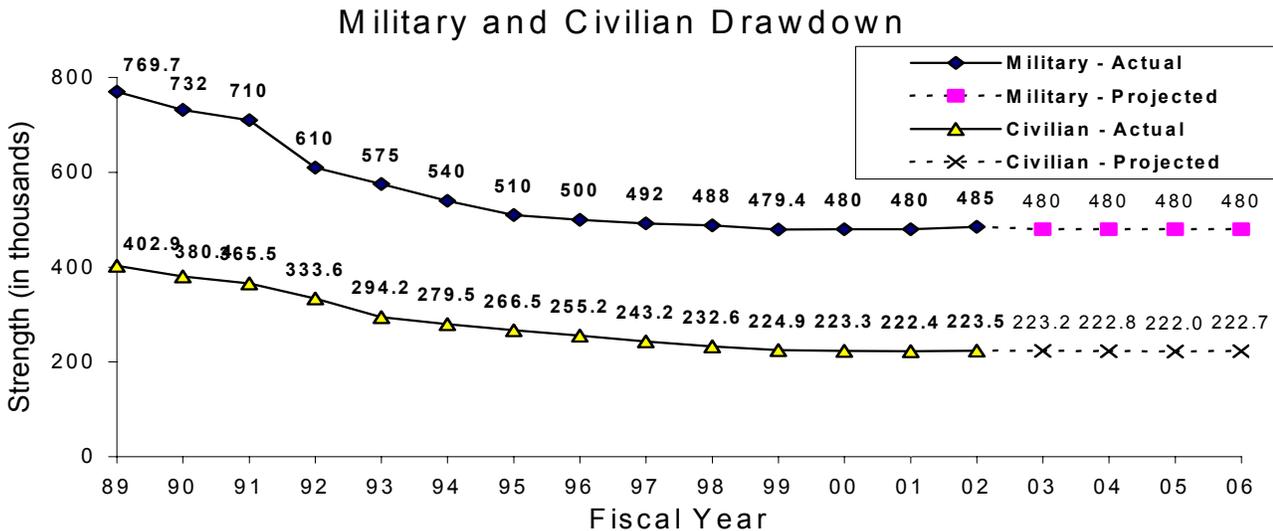
We will use evaluation results presented here in developing the next HQDA CHR operational plan. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.

FY02: The Year in Review

Army's Civilian Work Force

Army civilians are an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support both at home and abroad. Army civilians serve beside the military to provide the critical skills necessary to support combat systems and weaponry. This fiscal year over 700 Army civilians and contractors processed through the CONUS Replacement Center at Fort Benning, Georgia for deployment OCONUS. Of that number, Army deployed approximately 300 civilians. In any given week, 50 or more Army civilians serve beside soldiers in the Balkans as part of Operation Joint Guardian and Operation Joint Forge. There are about 150 civilians deployed in support of the war on terrorism in Operation Enduring Freedom (Southwest Asia). This is approximately twice the number that served in Operation Southern Watch (Kuwait and Saudi Arabia).

Though increasing in importance to mission accomplishment, the number of civilians employed by Army since FY89 has steadily declined as the Army drew down its force. This fiscal year, for the first time since FY89, overall civilian strength increased (military function only; including foreign national employees and Military Technicians). Actual FY02 civilian strength was 6,150 above the projection of 217,300. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength also increased by 5,276 over the previous fiscal year (480K). The total military strength reduction is 37 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY04-05 President's Budget.

Figure 1. Drawdown of military and civilian forces as a function of time

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) lost 160 positions (decreasing to 3,685 from 3,845) during the fiscal year, due to a decrease of 119 staff positions and a decrease of 41 operating positions. Overall, the CHR work force has reduced 51 percent from its FY90 strength of 7,248.

The Army gained more civilians than it lost in FY02 (see Figure 2) when civilian functions are included. The

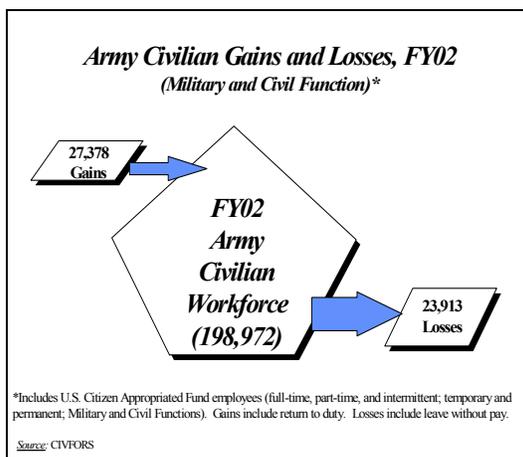


Figure 2. Army civilian gains and losses during FY02

average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in FY02. Average years of service increased from 13.5 in FY89 to 17.3 in FY02. There were 21,409 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System reduced annuity) Army civilians at the end of FY02. This represented 10.8% of the work force. That is an increase in both absolute numbers (there were 18,544 eligible in FY01) and in percent of work force (9.5% in FY01).

Civilian Personnel Planning and Evaluation

CHR Management and Career Program 10. The Civilian Human Resource Management career field continued to improve the CHR Strategic Plan and Army Civilian Training and Education and Development System (ACTEDS) Plan (see <http://cpol.army.mil/library/armyplans/sp02-07/index.html> and <http://cpol.army.mil/train/acteds/CP10/>).

Kushnick, Macy, and Hoge Awards. The Kushnick, Macy, and Hoge award recipients received honorary awards for their innovative individual achievements or ideas for excellence in the world of Civilian Human Resources Management. The Secretary of the Army presented awards to the Kushnick and Macy winners. The Assistant G-1 for Civilian Personnel Policy presented the award to the Hoge winner.

CPAC Worldwide Conference 2002. Over 170 CHR professionals attended the Worldwide Conference held from July 7-12, 2002 at the DoD Executive Management Training Center in Southbridge, MA. The theme of the conference was "Transforming CHR to Meet the Army's Mission". Workgroups discussed the "Role of the CPAC," "The CHR Professional," and "Revitalizing the Training Function." All conference presentations can be found on Army Knowledge Online (AKO).

Civilian Personnel Management System XXI (CPMS XXI) and the Strategic Army Workforce (SAW). The CPMS XXI vision of "a high-performing workforce of employees

and contractors, multiple and integrated skill sets, capable of adapting quickly to a changing Army mission, and competitive with the nation's best" continues to be developed. The SAW, a centrally managed, strategically developed cadre of future leaders in primarily supervisory positions at GS-12 and above, has been the primary focus. Efforts continued to refine the SAW concept, identify resources, draft policies, and construct procedures and strategies necessary to move to the next level of development.

Army Well-Being (W-B). The Well Being Action Plan (WBAP) documents 51 issues relating to the physical, material, mental, and spiritual state of soldiers, civilians, retirees, veterans and families. CHR issues include civilian pay, civilian continuing education, and spouse employment. The W-B Steering Committee approved release of WBAP, Volume I.

FY01 CHR Annual Evaluation. The web version of the FY01 CHR Annual Evaluation is at http://www.cpol.army.mil/library/army_plans/01eval/index.html. MACOMs, CPACs, and CPOCs received hard-copy versions.

CHR Metrics. CHR performance indicators appear in various balanced scorecards, including the Army and G-1 Scorecards contained in the Army Strategic Readiness System. Becoming a member of the Saratoga Institute allowed us to benchmark Army CHR metrics with other public and private industry sources.

Agent of Change. Critical components of CHR customer service and employee job satisfaction served as key drivers for the Agent of Change program, based on the results of the Army Civilian Attitude Survey. Commanders, CHR Directors, and Functional Chief Representatives used our key driver reports for strategic planning and other change management efforts. Highlights included daylong strategic planning sessions at Fort Carson and West Point, and a 2½-day strategic planning workshop for the Comptroller Career Program.

Activity Based Costing (ABC). The prototype web-based ABC system, built, tested, and refined, is currently in use throughout the North Central Region. Train-the-Trainer sessions trained users "just in time" for deployment to the CPOC and servicing North Central Region CPACs. The training incorporated a Business Objects Applications reports module so that users could run ad hoc and standard reports.

Quadrennial Defense Review (QDR). Information from the QDR helped compose the Defense Program Guidance (DPG) for the Program Objective Memorandum (POM). Our input became part of the "DoD CHR Strategic Plan 2002-2008" located at http://dod.mil/prhome/docs/civilian_hr_stratplan2.pdf.

Civilian Productivity Reporting System (CivPro). The CivPro System, reconfigured to reflect five CONUS regions and realigned

CPACs, redefined the way actions-in-process are identified and counted.

Exit Survey. By the end of FY02, over 2300 Army employees and supervisors had taken the survey. Overall, the top reasons why people leave Army deal with chances of future promotion, organizational rules and policies, chances of receiving financial awards for outstanding job performance, opportunities to participate in important decisions affecting work, staffing the workload (i.e., the number and mix of people to do the work), opportunities to have impact, job stress, relations with higher level managers, opportunities to apply skills and abilities on the job, and current assignment of duties and responsibilities.

Army Training and Leader Development Panel (ATLDP) (Civilian Study). Worldwide data collection, focus groups, and personal interviews highlighted Phase Four (Civilian Study) of the ATLDP. Over 95,000 civilians and soldiers received written surveys in January with follow-up focus groups and personal interviews conducted at 35 Army installations in the US, Germany, and Korea during April. We trained over 50 civilians and soldiers from MACOMs to conduct focus groups and one-on-one interviews with over 3000 Army civilians and soldiers. In April Senior Executive Service (SES) members and General Officers (GOs) completed an on-line survey.

A study team of Army civilians at Fort Leavenworth, KS conducted independent research, analyzed the Army data in conjunction with Army Research Institute professionals, and developed preliminary study findings. An Executive Panel (GS-13-15s and Colonels from the MACOMs) reviewed the findings and met three times to help transform findings into conclusions and recommendations. SES members and GOs attended a Strategic Conclusions and Recommendations Conference in July.

US Army Civilian Personnel Evaluation Agency (USACPEA). US Army, Europe Region hosted a Personnel Management Evaluation (PME). On-site visits included the Grafenwohr, Hanau, Heidelberg, Stuttgart, and Wuerzburg CPACs in Germany, the Vicenza CPAC in Italy; the CPOC and the Headquarters, U.S. Army Europe (HQUSAREUR) Civilian Personnel Directorate (CPD) in Seckenheim, Germany.

The Walter Reed Army Medical Center, Washington, DC, Camp Zama, Japan, and the Pacific Region CPOC in Anchorage, AK took part in special reviews.

Modernization and Functional Automation

Modern Defense Civilian Personnel Data System (Modern DCPDS). Modern DCPDS deployments in Korea and Europe, the non-appropriated fund (NAF) module in Northeast, Pacific, Korea, and Southwest, and the final NAF deployment in the Europe region are

complete. See current status at <http://www.cpol.army.mil/modern/>.

Oracle HR. DoD continued to plan for implementation of Oracle Human Resources (HR) 11i. The web-based version will no longer require maintaining a client server and will reduce the need to push software upgrades and patches out to individual users. Easier access to data will be possible with fewer communication problems.

Configuration Control Board (CCB). The newly implemented web-based CCB process simplified and streamlined the submission, review, and comment phases and provides software development status. For more on CCB changes/enhancements see http://www.cpol.army.mil/modern/ccb_info/index.html.

Streamlined Clinger-Cohen Review. A one-page documentation history for all new HR system applications was developed and shared with the Defense Civilian Personnel Management Service (CPMS). That history is now being used by CPMS as the basis for collecting component input for the DoD Systems Innovation Subcommittee. Three Army HR systems received Clinger-Cohen approval: the Activity Based Costing (ABC) system, the Europe Overseas Allowance System (OASYS) living quarters allowance computation and reconciliation program, and the Resource Allocation and Development System (RASS).

Labor Relations

National Consultation Unions Expand. The International Federation of Professional and Technical Engineers received national consultation rights. The federation is the sixth union to hold national consultation rights with Army. The five other unions are the American Federation of Government Employees; the National Federation of Federal Employees; the National Association of Government Employees; the International Association of Machinists and Aerospace Workers; and the Association of Civilian Technicians.

Union Notifications. Quite a few changes requiring local level union notification and national consultation occurred throughout the year affecting bargaining unit employees' conditions of employment. Some of the more significant changes involved telework; centralizing Resumix; and collecting emergency contact data. Management received a paper reminding them of their labor relations' obligations when issuing regulations or policies affecting bargaining unit members' conditions of employment.

Headquarters Redesign. We spent a significant amount of time helping the Installation Management Agency (IMA), the Army Contracting Agency (ACA) and the Network Enterprise Technology Command (NETCOM) address union representation issues associated, most notably, with successorship and accretion.

Management-Employee Relations

Army Civilian Awards Program Review. The effectiveness review addressed key features of the program, provided an overview of civilian awards granted, discussed program evaluation efforts, and identified focus areas for further review. The evaluation included a comparison between civilian and military honorary awards and an analysis of awards distribution.

Army Recognition Resulting from Terrorist Attack on the Pentagon/Secretary of Army Award for Valor. Army awarded 72 Defense of Freedom Medals, 11 Honorary Awards for Bravery, 49 Honorary Awards for Deceased/Unaccounted For, and 34 Public Service Recognitions for private citizens (e.g., hospital employees) to Army civilian employees, contractors, and private citizens injured or killed in the line of duty as a result of the terrorist attack on the Pentagon. In addition to developing internal procedures for awarding the Defense of Freedom Medal to Army civilians for death or qualifying injuries for incidents following 9/11/01, the Secretary of the Army Award for Valor is created as a result of our review of the nominations for bravery resulting from the 9/11/01 attack on the Pentagon.

Army Selected for the First Implementation of the U.S. Office of Special Counsel's Certification Program. The U. S. Office of Special Counsel selected Army to participate in initial implementation of their program to assist Federal agencies in meeting their statutory

obligations under the Whistleblower Protection Act.

Army Automated Performance Management Support System (APMS) XXI: Progress continues in automating the APMS XXI appraisal and award process. This includes building and testing screens, making improvements, and briefing groups such as the Career Program Policy Committee, TRADOC's Civilian Personnel Advisory Center chiefs, personnel officials at the CPAC Worldwide Conference, and others. Modules for the support form, the evaluation report form, and the awards process are complete.

Position Classification

Army-Wide Reduction in Position Descriptions. Short and long-term plans are in effect to get to the goal of 15,000 position descriptions over the next five years. The enhanced Fully Automated System for Classification (FASCLASS II) will contain fewer and more generic civilian position descriptions.

Fully Automated System for Classification II (FASCLASS II). CONUS FASCLASS II deployment is complete. The system, designed to simplify and expedite the classification process, allows users to select from a wide variety of classified position descriptions, conduct organizational analyses, and submit electronic position descriptions directly to the CPAC and CPOC.

OPM Draft Position Classification Standards. OPM draft position

classification standards covered occupations in GS-200 Human Resources, GS-1300 Technicians, GS-1600 Equipment and Facilities, GS-1500 Mathematicians, GS-1800 Investigators, and GS-2200 Information Technology Specialists. Army has approximately 16,300 positions covered by the series in these draft standards.

OPM New Position Classification Standards. New OPM position classification standards covered GS-200 Human Resources, GS-500 Accounting and Budget, GS-900 Legal Assistants, and GS-2200 Information Technology Specialists occupational series. Army has approximately 18,700 positions covered by these new standards. Application of the new GS-2200 standard resulted in Army reclassifying many Information Technology positions. Reclassifying the jobs directly impacted Army employees' entitlement to the Information Technology special salary rates.

Training and Leader Development

Guidelines on Civilian Academic Degree Training. MACOMs, IRAs, and the Administrative Assistant to the Secretary of the Army (who can further delegate) now have delegated authority to implement and approve Civilian Academic Degree Training. Employees no longer have to be in a shortage occupation category to receive training. Academic Degree Training can be approved if part of a planned, systematic and coordinated program of professional development. This

includes Academic Degree Training identified in an appropriate Army Civilian Training, Education, and Development System (ACTEDS) plan, Defense Leadership and Management Program (DLAMP), Army Acquisition Career Development plan, or other Army approved competitive leader or management development program. No additional DoD or Army funds have been allocated for this training.

Oracle Training Administration (OTA-Lite) and Completed Training Records in DCPDS. OTA-Lite allows personnelists, managers, and training coordinators to enter completed training for employees into their official record in modern DCPDS. A modified version of OTA-Lite increases the capture of completed civilian training data.

Mobilization

Army Civilian Tracking System (CIVTRACKS). CIVTRACKS tracks all deployed civilians in support of contingencies and mobilization exercises. Any deployed or deploying civilian that has access to the internet can enter data concerning his or her deployment. This information is stored in HQ ACPERS and provided (password required) to MACOMs and Combatant Commanders.

Staffing, Benefits and Entitlements

DOD Civilian Acquisition Workforce Demonstration Project (AcqDemo). AcqDemo completed its fourth Contribution Based Compensation and Appraisal System

(CCAS) cycle. The DoD Program Management Office continued to supply additional training by completing and distributing additional training modules to strengthen human resource management training and writing in the CCAS process. Army currently has 26 pay pools and approximately 1,800 employees participating in the demonstration project.

A Federal Register amendment to the demonstration plan increased the list of organizations that are eligible to participate in this demonstration. It restated that the project is limited by statute to a maximum of 95,000 participants at any one time.

Defense Civilian Intelligence Personnel System (DCIPS). The intelligence personnel community transferred centralized DCIPS servicing from both the National Capital and Southeast Regions to Ft. Huachuca, AZ; published training on the web on both Basic DCIPS and on the Coding of DCIPS personnel actions; advised managers of the results of an attitude study of the intelligence workforce; reissued affirmative action policy on the selection of managers and experts; and published monthly updates.

In conjunction with the DOD Intelligence Community, the intelligence personnel community assisted the OSD in developing DCIPS Policy, participated in joint recruitment ventures, began work on an Army Intelligence Community recruitment website, marketed an important new source of web-based training - the Joint Intelligence Virtual

University - and obtained legislative authority to pay a lodging allowance for employees on Intelligence Community Assignment Program (ICAP) rotational assignments.

Emergency Hiring Flexibilities Related to the Terrorist Attacks.

OPM established a new temporary Schedule A excepted authority for temporary appointments of up to one year to reemploy former Federal employees or hire new employees to perform work responding to the terrorist attacks. They authorized Senior Executive Service limited emergency appointments, granted a blanket waiver of repayment of voluntary separation incentive pay (VSIP), and delegated authority to waive dual compensation limits on pay of civilian retirees hired. The waiver authority is delegated to MACOMs and the Administrative Assistant to the Secretary of the Army.

OPM extended the four emergency hiring flexibilities. These flexibilities may be used for the duration of the national emergency. Appointment duration for any individual is limited to two years.

Currently Army has 831 Schedule A appointments, 28 dual compensation waivers, and nine VSIP pay back waivers.

Streamlining Recruitment.

Previously, applicants had to send a resume to each of four CONUS regions for which they wished to be considered. Streamlining recruitment into a centralized consolidated Resumix database

means that applicants only need to submit one resume and they can be considered for Resumix vacancies advertised by any of the four centralized regions. Applicants must still self-nominate for vacancies, but the four regions share their single resume.

Direct Hire Authority (DHA) for Medical Vacancies. Since the Secretary of the Army approved DHA for eleven health-care occupations, Army filled 499 positions in 144 days, reduced the fill time by 70 percent to 29 days, and reduced the number of vacancies by 20 percent. Recent legislation authorizes the continued use of the DHA for the same 11 health-care occupations.

The next Defense Authorization Act may permanently authorize the DHA to preclude lapses in its use. Since the DHA is authorized in an appropriation act, the Secretary of Defense must delegate the DHA each time that it is granted. This takes time and imposes a lapse in its use until the delegation reaches commanders of medical treatment facilities. The success for the use of DHA is attributed to being able to make job offers on the spot and process a request for personnel action immediately.

A DoD Task Force may allow us to implement the Title 38 Special Pay Authorities (SPAs) for health-care occupations. Title 38 SPAs allow managers to use pay incentives to compete with private sector medical pay practices. SPAs enable managers to pay nurses for

weekend, holiday, on-call, and overtime duty, and to provide other pay incentives. The Task Force is seeking to align occupations covered under the DHA with the occupations covered under Title 38 SPAs. This will allow us to attract, appoint and compensate health-care providers for the same occupations.

Program Support

Program Objective Memorandum (POM) FY 04-09. Army obtained funding for increased intern work years throughout the POM (FY 04-05, 1030; FY 06, 1115; FY 07-09, 1135). We received additional funding for recruitment bonuses and student loan repayment program for hard to fill positions such as engineers, computer scientists, and operation research analysts.

Army obtained \$5.8M in FY 05 and \$9.5M in FY 06 in additional funding for civilian competitive professional development training, as well as, funding for schoolhouse furniture replacement and building renovations across the POM years.

The Civilian Personnel Operations (CPO) program, which includes the Civilian Personnel Operations Centers (CPOCs) and the Civilian Personnel Advisory Centers (CPACs), grew by 15% from FY 03 to FY 04. The program requirements continue to be validated during the POM process; however, the program is never fully funded, as was the case in FY 02. Based on the current financial audit trails, the CPO program will operate with critical

Unfinanced Requirements (UFRs) in FY 03-05.

Central Program Operations

Leader Development. The Sustaining Base Leadership and Management Program (SBLMP) conducted one non-resident class and three resident classes. Three DA Secretariat Selection Boards (491 applications) supported 485 SBLMP spaces. The Electronic Application Process (EAP) reduced application-processing time.

One DA Selection Board processed 50 applications for our four major service schools: Industrial College of the Armed Forces (ICAF), National War College (NWC), Army War College (ACW), Army War College Distance Education (AWC-DE); and one board conducted for the Army Congressional Fellowship Program (ACFP).

Twenty-five applications were received and processed for the Harvard University Program for Senior Executive Fellows (SEF), National Security Management Course (NSMC), and the DOD Executive Leadership Development Program (DELDP).

Minority College Relations:

Recruiters shared Army's civilian employment opportunities with some of the most talented and brightest students at more than 27 Minority College and University Career Fairs. Recruiters visited Historical Black Colleges, Hispanic Serving Institutions and Tribal Colleges to educate them on the civilian

employment opportunities in Army including over 250 freshmen students at Elizabeth City State College about civilian opportunities available to them after they graduate. In all, over 3,500 college students, career placements officers, and department chairpersons talked with us about career opportunities.

Defense Leadership and Management Program (DLAMP).

The Under Secretary of Defense (Personnel and Readiness) announced significant program changes to DLAMP while reaffirming the original tenet of the program. This resulted in delayed intake for the DLAMP Class of 2002 until the key program elements were in place and current participants were transitioned to the new program.

The DoD Council approved candidates who applied by September 2001 for the DLAMP Class of 2002 in June 2002. Those selected attended the DoD-sponsored one-day orientation on September 30, 2002, in Arlington, VA. The Class of 2002 consists of 272 participants, including 84 Army civilians. As of fiscal year end, DLAMP selections totaled 1,658, with 1,353 active participants. Army DLAMP selections totaled 402 with 333 active participants.

DLAMP participants continue to take full advantage of training and development opportunities supported by DLAMP funds. Based on an assessment of each participant's needs and desires within the framework of the refocused program, DoD assigned them to one of three

possible categories on the DLAMP Progression Model: the Education, the Round-out, or the Professional Military Education (PME) tracks. The breakdown of Army participants by track is 151 for PME, 59 for Education, and 64 for Round out. A total of 59 are awaiting final completion criteria.

Ten rotational assignments that were approved prior to the changes to DLAMP were allowed to continue, but no further rotational assignments were processed due to the lack of central funding.

Army is allocated DLAMP PME fourteen seats in the resident schools; however, twenty-two attended because Army filled seats unused by the other components. Army filled 11 of the 30 available seats in the Army War College Distance Education program.

Competitive Professional Development (CPD). MACOM funding of over 7.6 million covered authorized costs associated with participation in advanced career program-wide and professional training of 2,165 career program employees. This includes 485 civilians participating in training in universities, 4 in training-with-industry, 50 in developmental assignments and 1626 in short-term training opportunities. This training is functionally designed and developed.

ACTEDS Interns. Army brought on board 156 interns in FY02 with 28 outstanding recruit actions still in process at the end of the fiscal year.

An intern-hiring freeze was initiated in January due to the influx of new hires during the last quarter of FY01 and the first quarter of FY02. The majority of the career programs centrally selected interns, making the overall process faster and efficient.

ACTEDS Career Plans. Several career programs and career fields submitted revised ACTEDS Career Plans for approval. This includes approved complete revisions for CP-15 Quality and Reliability Assurance, CP-33, Ammunition Management, and CP-35 General Intelligence. The Medical Career Field 53 welcomed the development of a Hospital Housekeeping Management training plan along with the following addenda for the Registered Nurse ACTEDS Plan: Occupational Health Nurse, Pediatric Nurse, Community Health Nurse, Nurse Practitioner, ER Nurse, Certified Nurse-Midwife, Hematology/Oncology Nurse Specialist, Dialysis Nurse Specialist, Infection Control Nurse, and Nurse Educator.

The following Career Plans were still being revised at the end of FY 02: CP-12 Safety Management, CP-19 Physical Security and Law Enforcement, CP-20 Quality Assurance Specialist (Ammunition Surveillance), CP-28 Equal Employment Opportunity, and CP-32 Training and Warfighting Developments. The draft ACTEDS plans for CP-16 Engineers and Scientists (Non-construction) and CP-18 Engineers and Scientists (Resources and Construction) have been approved for posting on CPOL. In all, 27 ACTEDS Plans can be

found in the CPOL Training section (<http://www.cpol.army.mil/train/catalog/index.html>).

Army Civilian Career Evaluation System. The processing time for issuing DA Career Referral Lists improved from an average of 32.33 days to 23.17 days following the successful deployment of the electronic notification to applicants. This includes 5 calendar days for employee notification (interest and availability), Career Management Branch processing days, and mail time.

After nearly 14 years of interim changes, AR 690-950, Career Management and DA Pamphlet 690-950, Career Program Referral, Registration, and Administration were updated and published.

Nonappropriated Fund (NAF) Program

Transition Installation Management (TIM). NAF assisted Installation Management Agency (IMA) since the decision to transition the responsibility for installation management to a separate agency. NAF HR experts were on-site three days a week developing Transfer of Function and survey letters, writing system change requests for modern MDCPDS personnel processing, and coordinating with Community and Family Support Center (CFSC) Financial Management to address funding concerns.

Publication of the AR 215-3. NAF published AR 215-3 and posted it on the U.S. Army Publication website.

The new regulation combined the previous AR 215-3 dated October 1990, Caregiving Personnel Pay Program dated March 1990, Child and Youth Personnel Pay Program dated February 1999, Modernization Memoranda Revision dated June 1994 and the Paybanding Memorandum dated February 1991 into a single reference document.

Legislative Initiative. NAF worked a legislative change that would allow NAF white-collar employees covered under the Fair Labor Standards Act (FLSA) the use of compensatory time in lieu of overtime pay for hours worked in excess of 40 in a week. AR 215-3 prohibits these types of employee compensatory time off in lieu of overtime pay except for religious beliefs. The Army authorized the use of compensatory time off for blue-collar positions in January 1997 using the authority provided by section 1610 of Public Law 104-201 (5 USC 5543).

Garrison Commanders Conference. NAF participated in the second Garrison Commanders Conference, Atlanta, GA. Garrison Commanders, Directors of Community Activities, MWR Program Managers, and 70 NAF HR Officers from around the world attended. Discussion centered around the recently published AR 215-3, employee benefit programs, TIM, leadership, and team building.

NAF Automation. NAF completed the deployment of modern DCPDS with the deployment of Europe and trained all modern users. The NAF Payroll Interface is in the final stages

of testing. This will enable NAF HR offices at the installation to stop sending hardcopy payroll transmittals to NAF Financial Services (NFS). It will enable NFS to provide earning and leave statement information directly into the employees record in modern DCPDS. The interface will provide a reconciliation process to ensure both databases contain the identical information and identify mismatches so they can be corrected. Work on the NAF Benefits Interface will begin after full operational capability of the Payroll Interface begins after deployment of modern DCPDS version 11i.

NAF created a Charter Team to support the use of modern DCPDS in the field. The purpose of the group is to enhance ability to communicate problems from the field and provide solutions to these problems. The Charter Group is comprised of “super users” from each Region within Army, who serve as expert points of contact for the other NAF HR offices in the region. Only actual problems that have been through the Charter Group where no solution can be found will find their way to the formalized complaint process. In addition, the group documents solutions to the problems raised by the field and adds them to the internal help function of modern DCPDS version 11i.

Program Review. NAF participated in the European Region program reviews conducted by the US Army Civilian Personnel Evaluation Agency (USACPEA) that included

the communities of Hanau, Heidelberg, and Stuttgart, Germany.

Training and Leader Development.

NAF established a NAF position at the CPOCMA to develop functional training modules, recruit and train adjunct faculty, and schedule training for field personnel.

NAF created a Curriculum Advisory Board (CAB) to discuss and design the framework for the training that included the NAF HR Administration Basic Course, NAF HR Advanced Seminar, and NAF HR Generalist Course. NAF conducted two courses and two CAB conferences. Community and Family Support Center (CFSC) provided central funding for the program, which is the first time NAF offered training of this type without cost to the installation NAFI. For NAF course information, see <http://www.cpocma.army.mil>.

Senior Executive Service (SES) Office/Leader Development Policy

Presidential Rank Awards. The President approved the 2002 Presidential Rank Award recipients in September. Of those nominated for the awards by the Secretary of the Army, 19 senior executives were selected – three Distinguished and 16 Meritorious Executives. They will be honored in a ceremony in March 2003. These winners continue Army’s proud pattern of executive achievement -- Army consistently has a high number of winners. The 23 winners for 2001 were honored in a combined Presidential Rank and Secretary of the Army Awards Ceremony on March 7, 2002.

SES Orientation. The Secretary of the Army hosted the SES Orientation Program for 29 newly appointed executives. Remarks by the Secretary, the Chief of Staff, principal officials of the Secretariat, Army Staff, and Major Commands, as well as a visit to Capitol Hill, highlighted the week.

SES Appointments. Following the September 11, 2001 terrorist attacks, the SES Office utilized existing and special OPM-approved emergency hiring authorities to appoint several SES members to support disaster relief operations and the war on terrorism. Use of these authorities is limited to bona fide, unanticipated, urgent need. The OPM-approved authorities are expected to be available throughout the period of national emergency declared by the President.

Army Realignments. The Army's Realignment Task Force brought about a number of sweeping changes in the organization of key Army missions and associated resources, including SES positions in the newly created Installation Management Agency (IMA), the Army Contracting Agency (ACA), and the Network Enterprise Technology Command (NETCOM). Establishment of the new organizations required the analysis and realignment of SES positions and allocations with the associated functions from losing organizations to the new organizations.

SES Streamlining. A plan to automate and streamline SES

personnel business processes using the modern DCPDS and Civilian Personnel Productivity tools (CIVPRO) was developed using SES-unique event codes to track automated SES fill actions and produce reports reflecting the time actions require at each stage of the fill process. This information will enable functional proponents to identify phases in the fill process that can be further streamlined/improved.

Change in Rating Cycle. The period July 1, 2002 through September 30, 2002 served as the transitional period for converting the SES rating cycle to the fiscal year cycle. This change is intended to link executive performance objectives more effectively to the organization's strategic and operational planning cycles. Previously, the rating cycle for SES members ran from July 1 through June 30th.

Defense Leadership and Management Program (DLAMP). The refocused DLAMP program includes two elements for graduation: completion of Master's Degree or augmentation of existing Master's Degree with graduate courses in business management and public policy areas, completion of 10-month (or equivalent) senior-level Professional Military Education Program (PME). Additionally, PME participants must attend five new mandatory prerequisite courses provided by the National Defense University's School for National Security Executive Education.

Although the restructured program encourages rotational assignments, DoD no longer requires or funds rotational assignments. DoD reduced funding for backfill for DLAMP participants from 50% to 25%.

Civilian Personnel Operations Management Agency (CPOCMA)

Army Benefits Center - Civilian (ABC-C) Counselors. ABC-C began providing over a million soldiers Thrift Savings Plan (TSP) support in addition to the benefits and entitlement support already being provided to the Army civilian workforce. The ABC-C has counselors on duty from 6:00 am to 6:00 PM Central Standard Time. The majority of services are provided by 24-hour automated systems, including the web-based Employee Benefit Information System (EBIS) at <https://www.abc.army.mil/> and the toll-free touch-tone phone Interactive Voice Response System (IVRS) at 1 877 276-9287 or 1 877 276-9833 (for the hearing impaired).

The Army Benefits Center - Civilian (ABC-C) Aging and Separation (AOS) Reports. CPOCMA and the ABC-C initiated a plan to ensure that Army is meeting or exceeding the OPM timeliness standard (80% processed within 30 days) for processing annuity claims. After review of OPM's quarterly and annual Aging of Separations (AOS) Reports, the ABC-C began a campaign to notify employees that it would be to their advantage to submit retirement packages well in advance of their retirement date (i.e.,

between 60 to 90 days prior to retirement date).

ABC-C News. CPOCMA and ABC-C released the first edition of the ABC-C News in September. The newsletters will be published on a quarterly basis and "special" editions on an as needed basis.

Benefits and Entitlement (B&E) Team Established. CPOCMA and the CPOCs formed a B&E working group. The group meets on a monthly basis, and focuses on business processes and procedures, roles and responsibilities, common problems, resolutions, and guidance as they pertain to B&E issues worked at the CPOCs.

Position Classification Standards. CPOCMA took the lead in the impact and application of draft and final OPM position classification standards covering occupations in GS-200 Human Resources, GS-900 Legal Assistants, GS-1300 Technicians, GS-1600 Equipment & Facilities, GS-1800 Investigators, and GS-2210 Information Technology Specialist series.

Transformation of Installation Management (TIM) Program. CPOCMA executed all operational Human Resources milestones for the TIM program. The Installation Management Agency (IMA), Army Contracting Agency (ACA), Network Enterprise Technology Command (NETCOM), and the Installation Management Support Activity (ISMA) Field Operating Activities were successfully stood up.

JTF-Bravo Employee Servicing Support. CPOCMA visited Fort Buchanan, PR to meet with a State Department representative who provides civilian personnel servicing to the local nationals assigned to JTF-Bravo, Soto Cano, Honduras. The staff visit and subsequent "partnering" brought to light new guidance which culminated in an agreement between the State Department and DoD outlining requirements for continuing personnel servicing of the local nationals for two more years.

Civilian Human Resource Activity Based Costing System (ABC). Based on the positive results of the initial ABC testing, the NC CPOC and its serviced CPACs "went live." The test period brought to light additional challenges/system enhancements required to bring processing times to within established goals.

CONUS Deployment of the Centralized Resumix System. CPOCMA consolidated Army's five regional resume databases. Resumes formerly maintained by the Northeast, Southwest, South Central and North Central Civilian Personnel Operations Centers are now in one central database (Phase I in the move to a single portal concept). The West, Europe, Pacific and Korea are scheduled for Phase II.

CPOCMA/CPOC/CPAC teleconferences. CPOCMA started "partnership teleconferences" with CPACs and CPOCs to foster continuing relations with selected CPACs (as nominated by their

MACOMs) and keep them apprised of issues at their level of operation.

Medical Direct Hire Authority Delegation. CPOCMA distributed the delegation memorandum and implementation guidance to five CPOCs. CPOCMA and the NC CPOC established an applicant inventory and marketing tool to fill the eleven medical occupational series covered under the Medical Care Inventory (MEDIC). Four hundred and ninety-nine (499) commitments were made with an average fill time of 29 days.

Closure of two CPOCs (Project 75). CPOCMA completed the final phase of Project 75 by closing SE CPOC. Eighteen employees were granted Voluntary Separation Incentive Pay (VSIP), 163 were placed within Army or other federal agencies and 24 employees were separated. CPOCMA developed and issued a monthly newsletter to ensure that MACOMs were kept aware of Project 75 progress.

Defense Contract Management Agency (DCMA) Briefing. CPOCMA briefed DCMA on how it does business. DCMA is seeking alternatives to its current personnel servicing arrangement and is "shopping" for other potential servicing providers.

Civilian Productivity (CIVPRO) System Assistance. CPOCMA continued to work with the CPOCs and HQDA in advocating and assisting with changes to the CIVPRO programs and data. CPOCMA hosted a Productivity

Workshop at which CPOC representatives and HQDA CIVPRO programmers received an update on the system and discussed changes that would facilitate CPOC productivity reporting. CPOCMA worked with HQDA personnel in obtaining information and updated data for use in more effectively monitoring the productivity of individual CPOCs.

Configuration Management Baseline Reviews. The Deputy Chief of Staff, G-1, gave CPOCMA the responsibility for implementing Configuration Management for the eight CONUS and OCONUS Civilian Personnel Regionalization (CPR) systems. CPOCMA established a Configuration Management (CM) Team and performed infrastructure validations at the five CONUS CPOCs as well as the Europe CPOC.

Continuity of Operations Plan (COOP). CPOCMA serves as the primary site for the modern DCPDS COOP. While the CONUS and OCONUS CPOCs backup their systems nightly, they provide CPOCMA with a full system backup on a weekly basis. CPOCMA will continue to provide modern DCPDS COOP capability until a new COOP site is identified.

Army Regional Tools (ART) and Headquarters Army Regional Tools (HART). CPOCMA made several enhancements to ART and developed and deployed HART for MACOMs and HQDA level use. Each region has its own ART tool. The HART was deployed because

each region needed a consolidated view of all actions in all databases. CPOCMA deployed a revised Gatekeeper checklist, which allows for more information to be placed on the RPA for Recruit/Fill actions. CPOCMA incorporated a Training Needs Survey as a standard method for CPOCs to obtain fiscal year training requirements from their serviced population.

Defense Travel System (DTS). CPOCMA is one of ten test sites in DoD participating in the testing and implementation of the Defense Travel System (DTS). The DTS is envisioned to be a seamless, paperless, temporary duty travel system that meets the needs of the individual travelers, force commanders, and all process owners associated with official DoD Temporary Travel.

Medical Vacancies. The Medical Cell (MEDCELL) location moved from the NE to the NC CPOC. CPOCMA partnered with MEDCOM to create a web-based applicant supply system that candidates for MEDCOM vacancies can use as an alternative to traditional methods of applying for jobs.

Modern DCPDS. CPOCMA established modern DCPDS performance benchmarks to capture weekly individual CPOC timings, which are reviewed, analyzed and displayed showing trends, patterns and cross comparisons CPOC-wide. CPOCMA coordinates timings with HQDA and Civilian Personnel Management Services (CPMS).

Training. CPOCMA delivered training to 1164 students through 55 classes. CPOCMA provided training through the use of ACTEDS funds for CP10 interns, video teletraining, students paying for TDY, and its own trainers going on-site to CPOCs and other centers for training.

CPOCMA conducted pilot courses for a residential Supervisory Development Course at Southbridge, MA, and delivered Workforce Analysis and Support System/Civilian Forecasting System (WASS/CIVFORS) and Non-Appropriated Fund CHR courses. CPOCMA revitalized regional training at the five CONUS CPOCs by conducting quarterly televideo "corporate approach" conferences with the Human Resources Division chiefs. CPOCMA developed a combined regional planned training schedule for all CPOCs that allows everyone to go to one site and see what training is offered by any CPOC regardless of location.

CPOCMA placed 28 CP-10 interns among the CONUS CPOCs, and two at the Pacific Region. The West CPOC had the largest group (10) at their location. All interns need to be permanently placed, since they will graduate by September 03. Fifteen interns asked to be placed at their current training CPOC. The remainder asked to be placed at another CPOC or at a CPAC. CPOCMA developed the "Learning Center" concept to centralize intern training at the NE and SC CPOCs. The first group of new interns is projected to start in January 03, with

additional interns coming into the program in July 03.

CPOCMA continues to use other media to provide training, including video teletraining, Computer Based Training (CBT), and screen cam technology. Future efforts will concentrate on "just-in-time" methodology to leverage technology to supplement or replace increasingly costly residential training.

Individual CPOCs

Southwest Civilian Personnel Operations Center (SW CPOC)

Staffing Quality and Timeliness.

SW CPOC closed 9027 recruit/fill actions with an average fill time of 48.0 days.

Classification. SW CPOC processed 13,702 routine actions in an average of 1.0 day and 4757 non-routine actions in an average of 8.0 days.

Workforce Sizing. SW CPOC processed 3680 realignments, 4 A-76 studies, and 4 RIFs.

Training. SW CPOC conducted 88 training courses, trained 7,273 employees, and input 16,529 training instances.

Awards. SW CPOC processed 25,727 monetary awards totaling \$18,885,309 and 6418 non-monetary awards.

Cancellations. SW CPOC canceled or withdrew 1453 actions.

Automation. SW CPOC hosted a Tiger Team to review and analyze modern DCPDS response time.

The SW CPOC converted 52,326 resumes to the central Resumix system.

Army Benefits Center – Civilian (ABC-C). ABC-C processed 5,990 voluntary retirements, 808 disability retirements, 4,556 estimates for retirements, 458 death notifications, 2,210 requests for Post 56 payback determinations and 1,110 deposit/re-deposits, 20,792 health plan changes, and 54,296 changes to TSP.

The response time for counselor assisted calls via the Interactive Voice Response System (IVERS) improved to an average of approximately one minute per call.

The ABC-C acquired the TSP-U mission for the military. ABC-C now has responsibility for lost earnings adjudication.

Other Highlights and Activities. Project 75 increased the serviced population from 28,500 to 37,000 and added 12 CPACs to the region. As a result, the SW CPOC obtained more space for additional employees and 37,000 Official Personnel Folders. They moved a portion of the staff to a temporary location and acquired an additional building. Project 75 increased the workload in the Delegated Examining Unit (DEU) by 50%, with 20,071 applications processed.

The SW CPOC held two planning conferences to help with Project 75. The region held a Commanders' Conference with representatives from Headquarters, US Army Corps of Engineers, Army Materiel Command, and Training and Doctrine Command attending.

The SW CPOC was a test site for a Security Test and Evaluation (ST&E). The test evaluated the security settings on servers and workstations to discover vulnerabilities.

South Central Civilian Personnel Operations Center (SC CPOC)

Staffing Quality and Timeliness. SC CPOC closed 13,808 recruit/fill actions with an average fill time of 54.4 days.

Classification. SC CPOC processed 8,122 routine actions in an average of 1.7 days and 1,688 non-routine actions in an average of 13.3 days.

Workforce Sizing. SC CPOC completed 106 reorganizations and realignments, 13 A-76 studies and 13 RIFs.

Pay Management. SC CPOC resolved 1215 out of 1305 pay problems in the same pay period.

Training. SC CPOC conducted 177 training courses, trained 5,547 employees, and input 36,814 training instances.

Awards. SC CPOC processed 36,453 monetary awards totaling

\$9,968,722 and 12,018 non-monetary awards.

Cancellations. SC CPOC canceled or withdrew 2584 actions.

Automation. SC CPOC converted to the Central Resumix database. The region integrated equipment relocated from the SE CPOC closure.

Other Highlights and Activities. SC CPOC took advantage of the direct hire authority for medical positions to fill 100 medical positions.

The SC CPOC implemented a formal mentoring program to maximize the individual potential and career development of human resources specialists. The region accepted twelve protégés into the program. All were matched with a supervisor or senior specialist as their mentor.

Southeast Civilian Personnel Operations Center (SE CPOC)

Highlights and Activities. The SE CPOC closed in March 2002 and transferred all mission requirements of its CPACs to the SC, SW and W CPOCs. The region's workload statistics have been incorporated into the CPOCs of the transferred CPACs.

Northeast Civilian Personnel Operations Center (NE CPOC)

Staffing Quality and Timeliness. NE CPOC closed 10,949 recruit/fill actions with an average fill time of 52.7 days.

Classification. NE CPOC processed 16,100 routine actions in 3.1 days and 5,300 non-routine actions in 19.8 days.

Workforce Sizing. NE CPOC completed 9 reorganizations and realignments, 7 A-76 studies, and 8 RIFs.

Pay Management. NE CPOC resolved 472 out of 865 pay problems in the same pay period.

Training. NE CPOC conducted 374 training classes, trained 5,974 employees, and input 22,405 training instances.

Awards. NE CPOC processed 45,705 monetary awards totaling \$44,005,923 and 1621 non-monetary awards.

Cancellations. NE CPOC canceled or withdrew 2393 actions.

Automation. NE CPOC contributed to the enhanced ART (originally developed in NE region) and helped refine the Gatekeeper Checklist. The region expanded the use of ART by using several ART reports as focal points for the Director's monthly production meetings with the Customer Focus Division Chiefs and Team Leaders. NE CPOC developed the Test Gatekeeper Checklist and a guide and decision matrix to accompany the automated "Suspense" tool.

Other Highlights and Activities.

Centralized Resumix. NE CPOC was the first region to deploy to the

Centralized Resumix Database and served as lead region in supporting and mentoring the deployment of the remaining regions. The region authored the Resumix User and Operator Guides.

Request for Personnel Action (RPA) Direct Flow Test. The HQDA Board of Directors decided that a timesaving process should be tested whereby managers submit RPAs directly to the CPOC, bypassing the CPAC. The CPAC will have already provided advisory service before the RPA is created. The CPAC at the U.S. Military Academy at West Point volunteered to be the initial test site. The West Point CPAC, NE CPOC and CPOCMA developed marketing tools, procedures and processes. The test expanded to include Fort Dix and Fort Drum.

Transformation of Installation Management (TIM). NE CPOC met with CPOCMA to help plan and establish milestones and the letter of instruction. The region prepared letters for the affected employees, interacted with CPACs to assure timely issuance of letters and personnel action requests needed to transition employees to the new TIM organizations, and participated in the IMA HR Tiger Team for staffing the regional offices.

Support for Demonstration Projects. NE CPOC supported the Acquisition demonstration project and two Science and Technology demonstration projects, and added a third at Ft Monmouth. The region processed the demonstration project

base pay increases, bonuses, and awards using modern DCPDS.

Federal Career Intern Program (FCIP). NE CPOC used FCIP at Aberdeen Proving Ground, Picatinny Arsenal and Ft Monmouth, allowing for quick selection and commitment of many intern candidates.

Offsite CPOC Leadership Conference. NE CPOC held a leadership conference where CPOC Supervisors identified four priority areas: Partnership, Production, Internal Training, and Morale and Motivation.

NE CPOC reviewed training and development plans to create training requirements needs-assessment tools. The region inspected the physical environment to deal with improving certain working conditions. A Process Action Team reviewed morale issues and made recommendations to leadership.

Classification and Staffing Seminar. NE CPOC hosted a combined Classification and Staffing Seminar. Representatives from 20 CPACs received updates on program changes, viewed demonstrations on various ART tools, and interacted with counterparts from other CPACs as well as from the Customer Focus Branches.

North Central Civilian Personnel Operations Center (NC CPOC)

Staffing Quality and Timeliness. NC CPOC closed 7,100 recruit/fill

actions with an average fill time of 63.7 days.

Classification. NC CPOC processed 14,249 routine actions in an average of 2.0 days and 3,578 non-routine actions in an average of 10.9 days.

Workforce Sizing. NC CPOC completed 5 reorganizations and 12 realignments, 4 A-76 studies, and 3 RIFs.

Pay Management. NC CPOC resolved 515 out of 537 pay problems in the same pay period.

Training. NC CPOC conducted 49 training classes, trained 1,265 employees, and input 26,369 training instances.

Awards. NC CPOC processed 27,271 monetary awards totaling over \$32,725,000 and 13,600 non-monetary awards.

Cancellations. NC CPOC canceled or withdrew 3,051 actions.

Automation. NC CPOC deployed ART. The region trained customers on ART, specifically focusing on Gatekeeper and the Pay Problem reporting components. The region trained CPAC personnel as trainers to enhance the use of the toolset region-wide.

NC CPOC completed a Change of Appointing Office (CAO) process to migrate 1,086 AR-PERSCOM employees from the SC to the NC modern DCPDS.

NC CPOC implemented CART (Classification Army Regional Tool), ROAR updates, MASTER and a series of functions, quality control reports/filters, enhanced Aladdin, MEDIC, Pay Recon Utility (ReconAnalysis), CAO review, vacant shred program, application of standard program, modern DCPDS account management utilities, and Special Candidate Tracker.

Other Highlights and Activities. NC CPOC issued 464 centralized intern referral lists, hiring 116 ACTEDS interns.

NC CPOC hosted a PSM/DOIM Conference to discuss automation issues, including modern DCPDS status, user-id processing and management, funding issues, data quality efforts, Activity Based Costing and associated reporting.

NC CPOC hosted VIPs for in-depth tours and discussion of Rock Island Arsenal facilities and possible accommodations to host, COOP and/or mirror centralized personnel community hardware/applications. After reviewing the location, network infrastructure, and overall facilities, Rock Island Arsenal was chosen as the site for the server centralization.

West Civilian Personnel Operations Center (W CPOC)

Staffing Quality and Timeliness. W CPOC closed 8556 recruit/fill actions with an average fill time of 60.7 days.

Classification. W CPOC processed 12,367 routine actions in an average

of 2.3 days and 2,979 non-routine actions in an average 19.7 days.

Workforce Sizing. W CPOC completed 2 reorganizations, 3 A-76 studies, and 2 RIFs.

Pay Management. W CPOC resolved 797 out of 835 pay problems in the same pay period.

Training. W CPOC conducted 27 classes, trained 688 employees, and input 16,574 training instances.

Awards. W CPOC processed 21,209 monetary awards totaling \$16,238,919 and 3902 time off awards. Other non-monetary (i.e., honorary) awards were not coded into modern DCPDS.

Cancellations. W CPOC cancelled or withdrew 18,254 actions.

Automation. W CPOC information systems staff replaced 220 personal computers originally purchased during regionalization; setup and configured 80 personal computers shipped from the two closing CPOCs; expanded the network from 200 ports to 400 ports; re-hosted Resumix and Productivity databases on a new HP N-Class. Most of this work centered on the expansion of the CPOC ensuring that new PCs were properly setup and configured, that new network drops were installed and tested, and resolving issues related to accessing data on multiple regional servers throughout the CONUS CPOCs.

Other Highlights and Activities. The W CPOC assumed servicing

responsibility for six new customers, increasing serviced strength from approximately 18,000 to over 32,000 employees. The increase in workload caused substantial backlogs for the Delegated Examining Unit (DEU) and Resumix teams that were eliminated by the end of the fiscal year.

The W CPOC obtained concurrence to use its Inventory Based Recruitment System (IBRS) process on the part of the 13 bargaining units representing the transitioning workforce. The region held several CPAC Directors Conferences, a Commanders Civilian Personnel Advisory Counsel, and numerous partnership meetings with USACE.

OPM audited the W CPOC DEU team and gave them an "excellent" rating.

The W CPOC participated in bi-monthly job fairs at Madigan Army Medical Center. The region attended job fairs at Boeing Air and Deseret Chemical.

The W CPOC filled 80 medical positions via direct hire authority.

W CPOC continued to develop the Resumix Skills Handbook, identifying skills for 181 positions in 47 occupational series.

W CPOC trained a total of 14 HQDA CP 10 interns and hired twenty-two functional trainees.

**Civilian Human Resources
Management Agency (CHRMA)
(US Army Europe and Europe
Region)**

Staffing quality and timeliness.

The Europe CPOC closed 10,568 actions with an average fill time of 69.3 days.

Classification. The Europe CPOC processed 8,375 routine actions in an average of 6.1 days and 1,696 non-routine actions in an average of 18.8 days.

Workforce Sizing. The Europe CPOC processed 1,371 realignments, 1 US RIF, and 64 Local National RIFs.

Pay Management. The Europe CPOC resolved 8471 out of 8557 pay problems in the same pay period.

Training. The Europe CPOC conducted 853 courses, trained 4096 employees, and input 20,483 training instances.

Awards. The Europe CPOC processed 15,134 monetary awards totaling \$13,849,233 and 450 non-monetary awards.

Cancellations. The Europe CPOC cancelled or withdrew 2315 actions.

Automation. Customer feedback led to several recruitment process changes to include deactivating resumes once they are 6 months old and adding Delegated Examining Unit (DEU) information to the online automated tool designed for

applicants to view the status of their resumes.

The Local National Recruitment System (LNRS) was converted to run over Citrix.

Europe deployed modern DCPDS, ART and Gatekeeper.

CHRMA added new pages to the web for the Transformation of Installation Management (TIM) as well as National Emergency information. The Europe CPOC added users' guides, job aids, and current information for managers and supervisors on modern DCPDS.

Europe installed VTC equipment throughout through CHRMA, and configured and installed hardware and software for the Self Help Automated Resources for Employment (job information center) project for all CPACs.

Other Highlights and Activities.

CHRMA updated and republished its Operational Plan as a multi-year plan for FY 01- 05.

Employees deploying downrange may receive temporary duty (TDY) entitlements for 79 days, extendable up to 364 days, or Temporary Change of Station (TCS) benefits for 6 months, up to 30 months.

The USAREUR Red Book and Blue Book Camp Standards were changed to provide equity in military and civilian billeting.

Two downrange incentive options were approved for those deploying to

the Balkans: a prorated relocation bonus and a prorated overseas tour extension for career employees of double the deployed time, up to a limit of two years. HQDA approved administrative return rights for situations where Army commands utilize the Worldwide Individual Augmentation System to fill contingency vacancy requirements.

CHRMA is working Well Being (WB) to support the Theatre Plan. Issues include improved availability of training facilities, increased use of distance learning facilities to deliver training, and support for the USAREUR leader development program. CHRMA participated in the USAREUR WB Balanced Scorecard Initiative. Initiatives include an improved civilian sponsorship program and improved customer satisfaction. CHRMA developed a Health of the Civilian Workforce plan covering issues of special interest to the Commanding General. These issues are now incorporated in the CHRMA Operational Plan, the USAREUR Theater Plan, and the USAREUR Balanced Scorecard.

CHRMA purchased advertising in major commercial publications such as the Federal Times and USA Today and placed additional advertising in all local community papers and in the European Stars and Stripes. CHRMA participated in job fairs and major symposia with a professionally designed display board. CPAC homepages were standardized to contain consistent information while retaining a local focus.

CHRMA updated its Marketing Plan with a major effort to enhance internal and external communication. CHRMA posted all new personnel related information on the website, initiated a quarterly newsletter for serviced managers featuring tools and tips for every day use. Community papers throughout USAREUR have had monthly civilian personnel feature articles.

Pacific

Staffing Quality and Timeliness.

The Pacific CPOC closed 2,576 recruit/fill actions with an average fill time of 59.5 days.

Classification. The Pacific CPOC processed 3,247 routine actions in an average of 4.4 days and 1,299 non-routine actions in an average of 19.8 days.

Workforce Sizing. The Pacific CPOC completed 38 reorganizations, 3 A-76 studies, and 2 RIFs.

Training. The Pacific CPOC conducted 57 courses, trained 726 employees, and input approximately 14,500 training instances.

Awards. The Pacific CPOC processed 5,121 monetary totaling \$3,753,957 and 1,339 time-off awards and 6 non-monetary awards.

Cancellations. The Pacific CPOC cancelled or withdrew 1114 actions.

Automation. The Pacific CPOC deployed the Local National/Non-

Appropriated Fund Modern DCPDS in January.

The Pacific CPOC consolidated all Army Unique HR applications and databases onto one N-Class Unix server and a Network Attached Storage (NAS) device in March.

The Pacific CPOC implemented Army Regional Tools (ART) in October.

Other Highlights and Activities.

The Pacific Region applied standards for the GS-2200, 0600, 0200, 0500, and 0900 job families, accounting for approximately 2500 positions.

The Pacific Region established an electronic filing system for recruitment and classification actions.

The Pacific Region held a Staffing Functional Forum for MACOM, CPOC, and CPAC specialists in February.

The Pacific Region's Delegated Examining Unit conducted its annual self-assessment in January.

Korea

Staffing Quality and Timeliness.

Korea CPOC closed 4198 recruit/fill actions with an average fill time of 44.0 days.

Classification. Korea CPOC processed 3318 routine actions in an average of 3.09 days and 465 non-routine actions in an average of 7.5 days.

Workforce Sizing. Korea CPOC completed 2 reorganizations and realignments and 13 RIFs.

Pay Management. Korea CPOC resolved 361 out of 474 pay problems in the same pay period.

Training. Korea CPOC conducted 53 training courses, trained 1503 employees and input 79,659 training instances.

Awards. Korea CPOC processed 5994 monetary awards totaling \$2,941,481 and 760 non-monetary awards.

Cancellations. Korea CPOC canceled or withdrew 847 actions.

Automation. Korea CPOC deployed the modern DCPDS in November. Applications included the Korean National (KN) module, and appropriated and non-appropriated fund modules.

Members of the Korea CPOC KN Employment Services Division staff provided direct input to HQDA in the development and refinement of the Local National Resumix program. Korea launched the KN Resumix application in November.

Other Highlights and Activities.

The Korea CPOC took the lead in conducting a long-term study designed to determine factors contributing to the current declination rate and propose recommendations to alleviate applicant's potential concerns about accepting employment in Korea. Issues

centered on medical, housing, financial, quality of life, and recruitment.

The Korea CPOC staff conceptualized, developed and implemented the 19th Theater Support Command (TSC) Civilian Employee Recognition Program, to include an Annual Employee of the Year Awards Ceremony and Reception and an Employee Appreciation Day.

The Korea CPOC managed the KN Human Resource Management Program by issuing 1,037 job vacancy announcements and filling 2,380 positions with an average fill time rate of 35-40 days. The Korea CPOC processed 29 reduction-in-force, 53 furlough and 5 transfer-of-function personnel actions. Overall, the Korea CPOC processed a total of 30,112 requests for personnel actions.

The Korea CPOC participated the in centralized Resumix field testing, Modern DCPDS performance study/timing survey, civilian personnel roles and responsibility workshop, and the civilian productivity workshop.

The Korea CPOC managed the Summer Employment Program entirely through the use of RESUMIX, receiving approximately 400 applications.

The Korea CPOC helped commanders and management to prepare for Army's Transformation to Installation Management (TIM). The CPOC reviewed all employees'

official personnel folders and made all of the necessary corrections to their records in MDCPDS. The Korea CPOC used this opportunity to complete a database clean up of all civilian bargaining unit codes, competitive level codes and competitive areas.

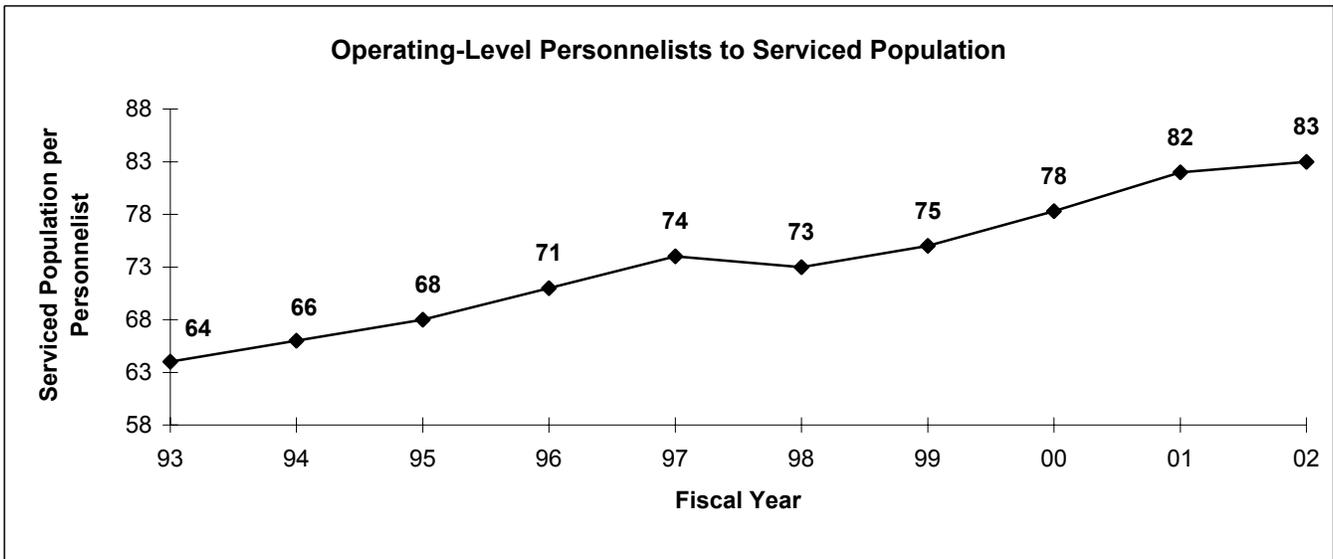
The Korea CPOC supported the reduction of the number of positions in FASCLASSII by deleting abolished positions from the database.



Cost/Efficiency

1-1. Servicing Ratio: Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY03



Source: 1738 Report for FY 93-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-02 personnelists; CivPro for FY99-02 serviced population

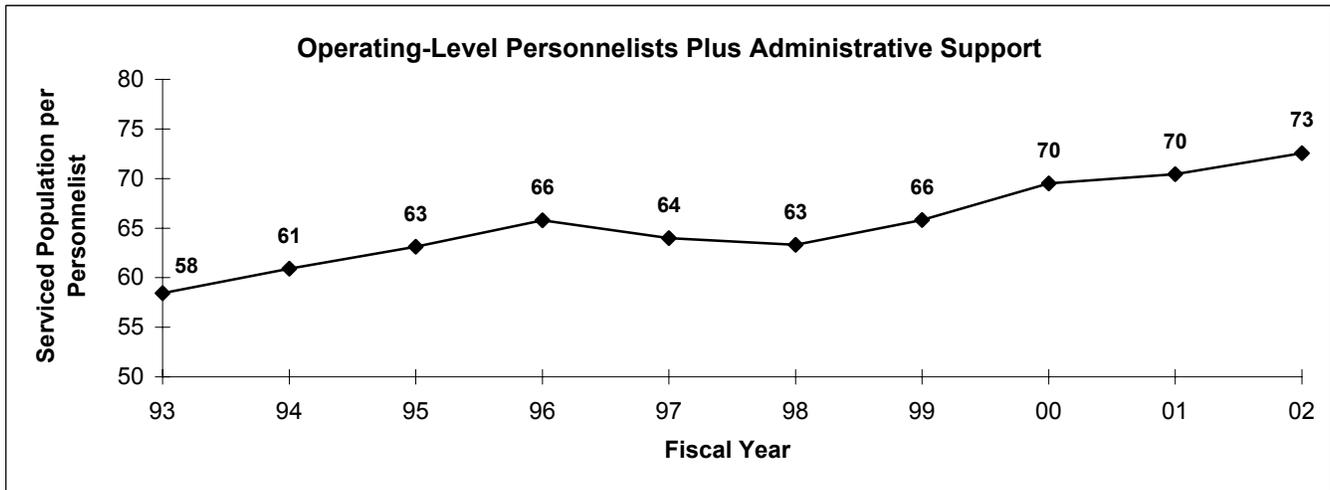
| Fiscal Year | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Serviced Population | 308,131 | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 |
| Personnelists | 4,785 | 4,371 | 4,039 | 3,745 | 3,387 | 3,263 | 3,094 | 2,909 | 2,752 | 2,759 |

Analysis:

- The servicing ratio increased in FY02. The number of personnelists basically remained the same (increased by .25%) in FY02 while the serviced population increased by 1.7%. Although the servicing ratio has increased since FY98, the ratio must increase at a much faster rate to meet the FY03 objective.
- The switch from CivPro to DAPE-CP-PSR for the count of operating-level personnelists did not have a significant affect on the data. The DAPE-CP-PSR data is considered more accurate and is reported to DOD.
- "Operating-level" is identified as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-2. Servicing Ratio: Operating-Level Personnelists Plus Administrative Support to Serviced Population

Objective: 1:80 for FY03



Source: 1738 Report for FY 93-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-02 personnelists and administrative support; CivPro for FY99-02 serviced population

| Fiscal Year | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Serviced Population | 308,131 | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 |
| Personnelists | 4785 | 4371 | 4039 | 3745 | 3,387 | 3,263 | 3,094 | 2,909 | 2,752 | 2,759 |
| Administrative Support | 488 | 368 | 318 | 307 | 505 | 512 | 414 | 369 | 456 | 408 |
| Total Operating Level | 5,273 | 4,739 | 4,357 | 4,052 | 3,892 | 3,775 | 3,508 | 3,278 | 3,208 | 3,167 |

Analysis:

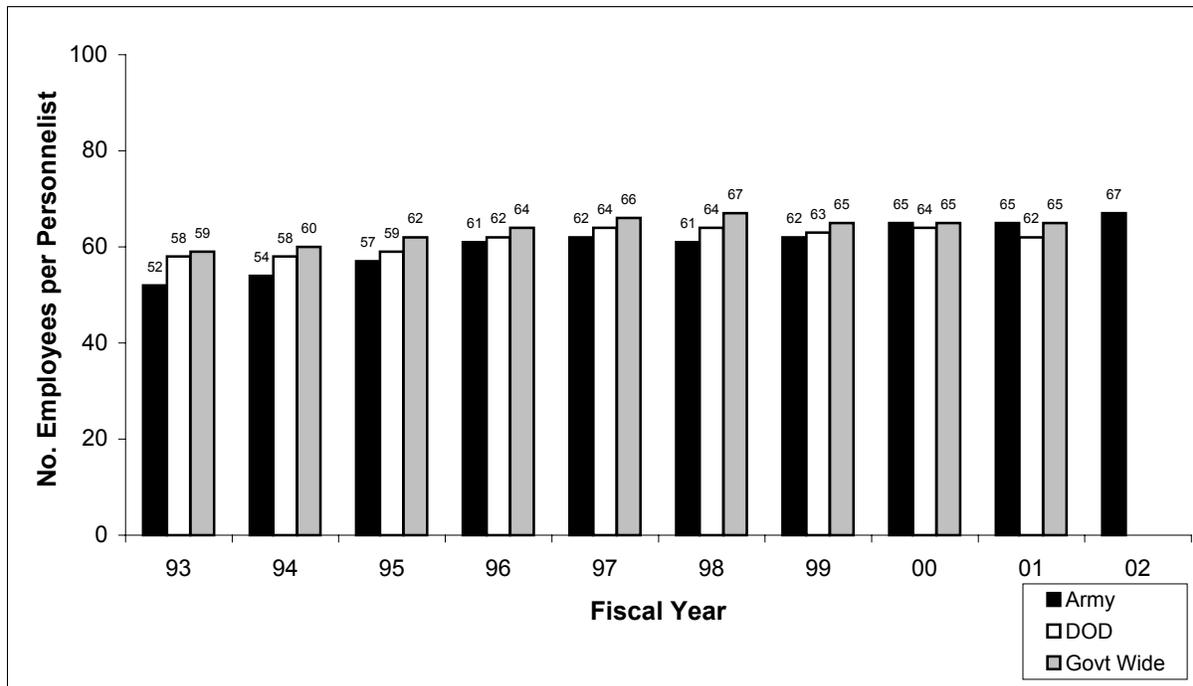
- The servicing ratio increased in FY02. The drop in FY97-98 is attributable to an increase in administrative support and not meeting the planned reduction in number for personnelists. The failure to meet the planned reduction in personnelists is mainly due to MACOMs not drawing down CPAC staffs as directed. In FY02, serviced population increased by 1.7%, while personnelists increased by .25%, and administrative support decreased 11%. The improvement in FY02 is due to the decrease in the administrative support. The personnelist population levels must drop at a faster rate relative to the serviced population to meet the FY03 objective.

- The switch from CivPro to DAPE-CP-PSR for the count of operating-level personnelists & administrative support in FY99-02 did not have a significant affect on the data.

- "Operating-level" is defined as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-3. Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Objective: None Established



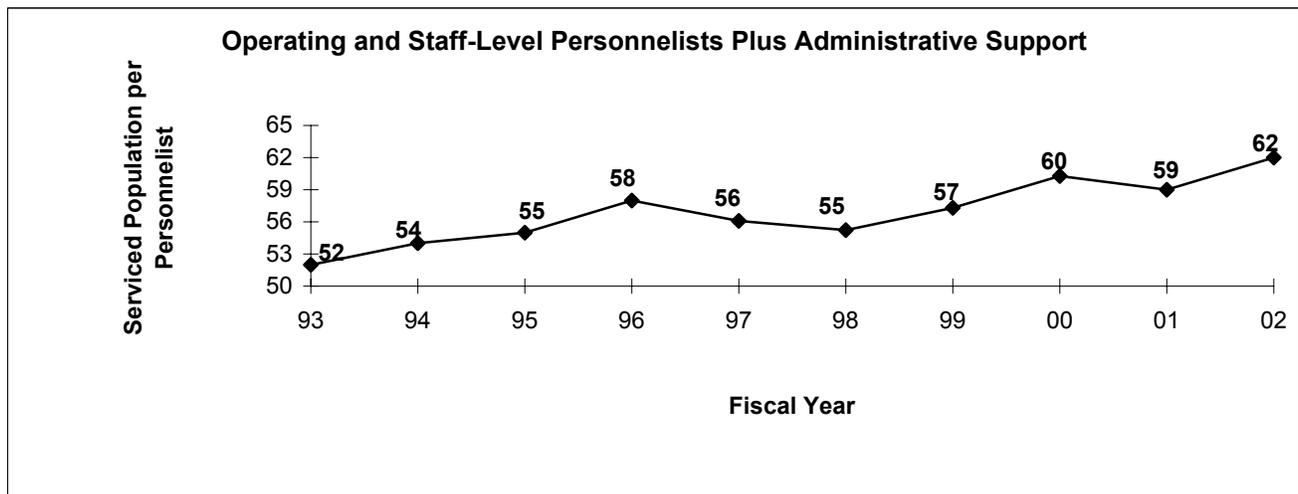
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- This indicator is included because OPM uses it to track Agency performance. For this indicator, "Personnelists" are defined as all US-citizen employees (staff and operating) in series 201, 203, 212, 221, 230, 233, and 235. OPM defines work force as all Army appropriated fund US-citizen employees.
- Between FY93 and FY98, servicing ratio increased about the same amount for all three groups, with Army increasing from 52 employees per personnelist in FY93 to 61 in FY98. In FY99 Army began to increase at a faster rate. Starting in FY00, Army passed the DOD rate and was equal to other government agencies.
- In FY02, the Army ratio increased to 1:67. FY02 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A1, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

1-4. Servicing Ratio: Operating and Staff Level Personnelists Plus Administrative Support to Serviced Population

Objective: None Established



Source: 1738 Report for FY 93-96; CivPro for FY97-98; DAPE-CP-PSR for FY99-02 personnelists and administrative support; CivPro for FY99-02 serviced population

| Fiscal Year | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Serviced Population | 308,131 | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 | 227,876 | 225,937 | 229,797 |
| Operating Level (plus admin) | 5,273 | 4,739 | 4,357 | 4,052 | 3,892 | 3,775 | 3,508 | 3,278 | 3,208 | 3,167 |
| Staff Level (200-series only) | 647 | 579 | 636 | 572 | 547 | 551 | 521 | 502 | 637 | 518 |
| Totals | 5,920 | 5,318 | 4,993 | 4,624 | 4,439 | 4,326 | 4,029 | 3,780 | 3,845 | 3,685 |

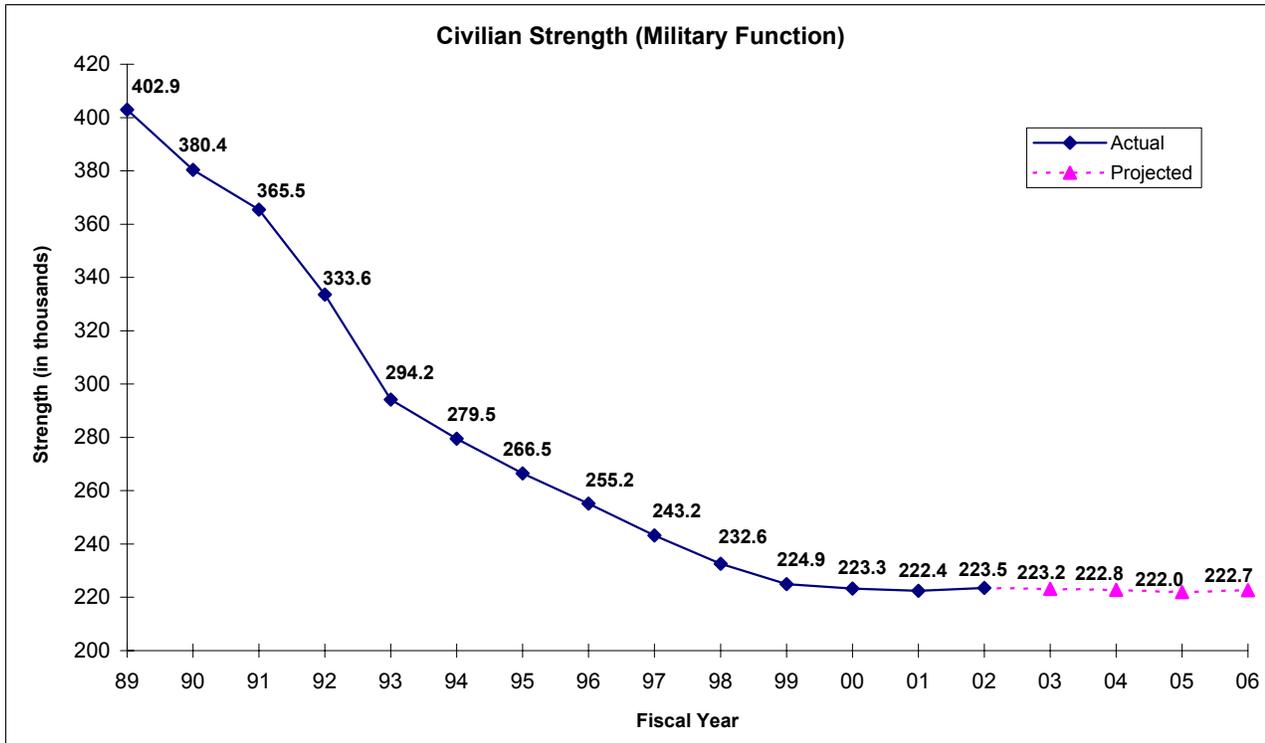
Analysis:

- The servicing ratio increased in FY02. The serviced population increased by 1.7%, while the operating-level personnelists decreased by only 1%. The staff level decreased by 19%. The increase in FY02 is due to the decrease in staff.
- The switch from CivPro to DAPE-CP-PSR for the count of operating and staff-level personnelists did not have a significant affect on the data.
- This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series listed in operating offices except for series 204, 205, 260, and 544. Administrative support in staff offices are not included because historical 1738 reports did not contain the data. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-5. Civilian Strength

Objective: 217.3K for FY02

Assessment: Met



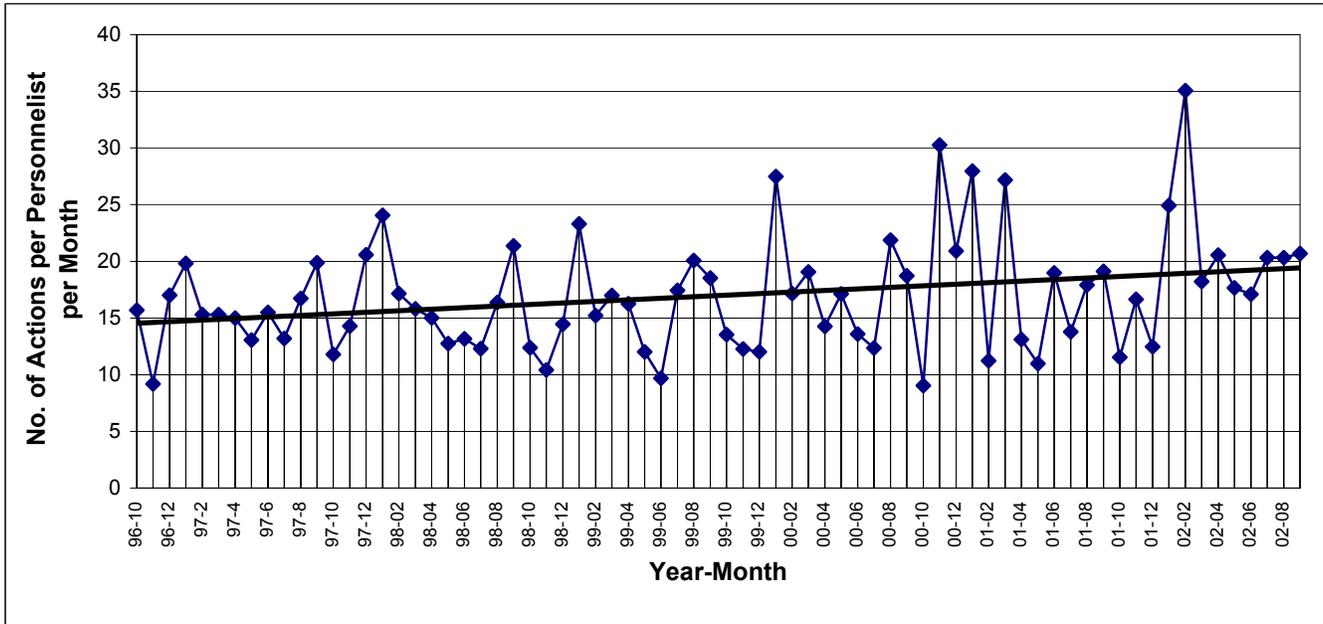
Source: SF113A Report and Supplements (Actual), FY04-05 President's Budget.

Analysis:

- The objective was met. Actual FY02 civilian strength, at 223,450 civilians, was 6,150 above the projected number of 217,300 civilians.
- Civilian strength is defined as appropriated fund, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-02 numbers represent on-board strength at the end of the fiscal year. FY03-06 numbers represent programmed strength, not full-time equivalents (FTEs).
- See Appendix, p. A2, for MACOM strength data.

1-6. Production (U.S. Citizen) per Operating-Level Personnelist

Objective: None Established



Source: CivPro

| Fiscal Year | 97 | 98 | 99 | 00 | 01 | 02 |
|---------------------|------|------|------|------|------|------|
| No. Actions per Mo. | 15.5 | 16.2 | 15.5 | 16.6 | 18.4 | 19.6 |

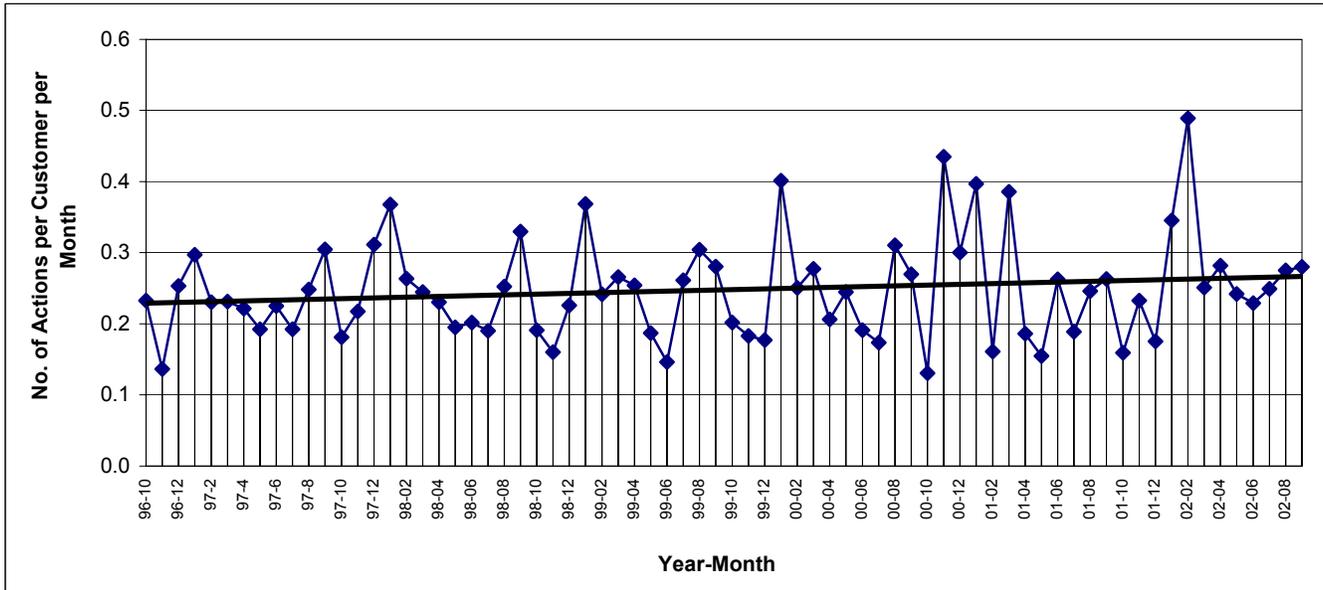
Analysis:

- Production per personnelist has increased over the last three years. It is 26% higher than in FY99. The major monthly fluctuations are the peaks due to performance appraisals and awards.

- Production per operating-level personnelist is defined as the number of personnel actions entered into ACPERS divided by the total number of Army's operating-level personnelists. Operating-level personnelists include employees in CPOs, CPACs, and CPOCs in series 201, 203, 212, 221, 230, 233, and 235. The chart includes all personnel actions in ACPERS except: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN (Training), LN (Local Nationals), and OTH (Other) are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

1-7. Production per U.S. Citizen Serviced Customer

Objective: None Established



Source: CivPro

| Fiscal Year | 97 | 98 | 99 | 00 | 01 | 02 |
|---------------------|------|------|------|------|------|------|
| No. Actions per Mo. | 0.23 | 0.25 | 0.24 | 0.24 | 0.26 | 0.27 |

Analysis:

- Production per serviced customer has risen over the past two years. FY02 productivity per serviced customer is the highest it has been in five years, 17% higher than in FY97. As in indicator 1-6, the major monthly fluctuations are the peaks due to performance appraisals and awards.
- Production per serviced customer is defined as the number of personnel actions entered into ACPERS divided by the serviced population. "Serviced population" is defined as military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard Bureau (Title 32) employees. The chart includes all personnel actions in ACPERS: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN, LN, OTH are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

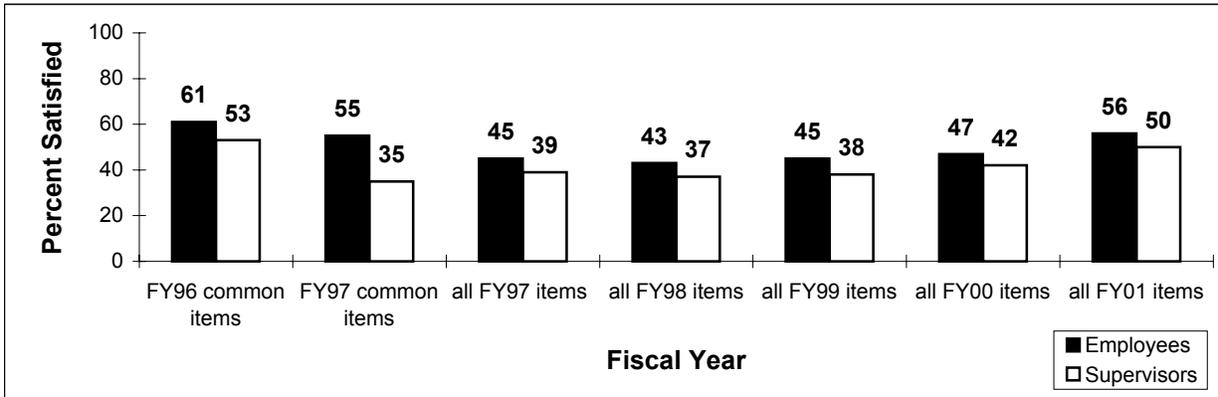


CPA Effectiveness

2-1. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

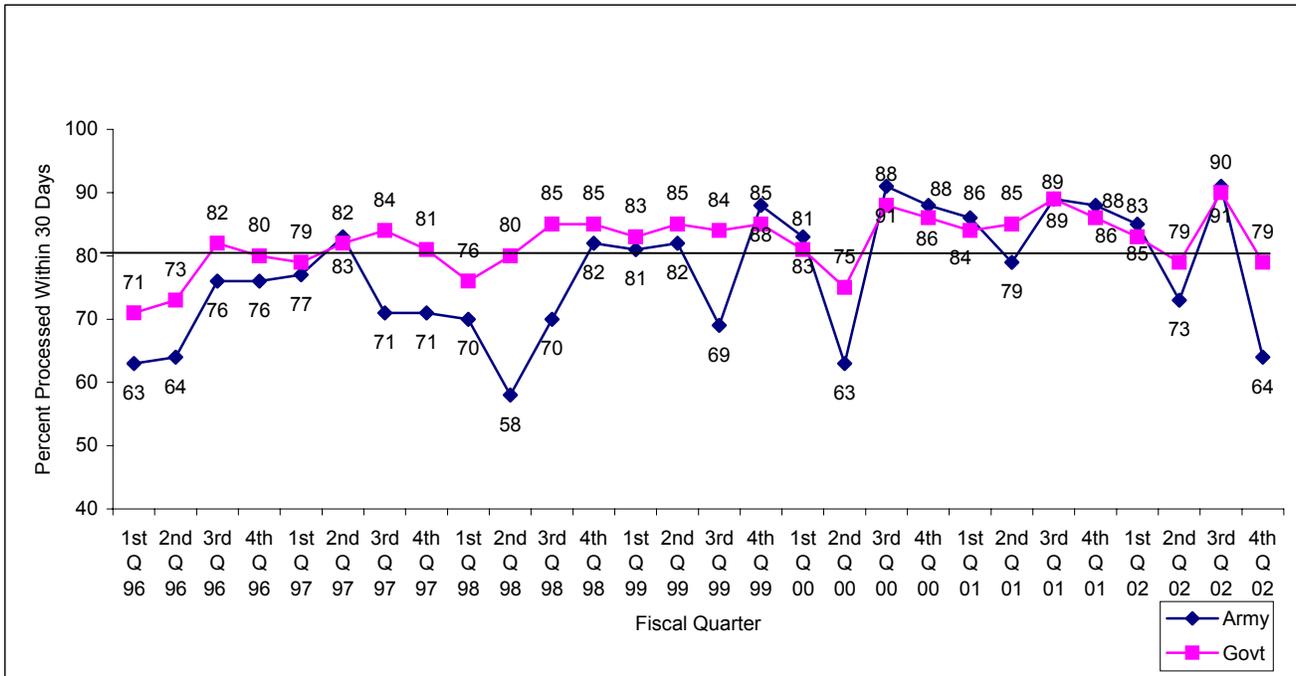
Analysis:

- This indicator measures satisfaction with products and services provided. Satisfaction is defined as the top two ratings in a five-point scale.
- The indicator was revised in FY97. Prior to FY97, the employee score was a composite of three survey items; the supervisor score was a composite of twelve survey items; two items overlapped. Currently, the employee score is a composite of twelve survey items; the supervisor score is a composite of twenty-two survey items; eight items overlap. See Appendix, pp. A3-10, for the rating scale, individual survey items, raw scores, Region results, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the results showed employee customer satisfaction dropped by six points, and supervisor customer satisfaction dropped by eighteen points in FY97. Results did not change much until FY00, when both employee and supervisor results rose, indicating a possible trend change. The change was confirmed in FY01 as both employee and supervisor results rose dramatically by approximately 20% over FY00.
- Overall, employees are more satisfied than supervisors with CPA products and services. Note that employees and supervisors receive different products and services (see Appendix, pp. A3-10).
- Individual item analysis: CPA received highest ratings on courtesy and lowest ratings on planning, reorganizing, classifying, and staffing (for supervisors, recruitment, quality and timeliness of candidates referred; for employees, job and promotion information).
- For FY01 MACOM comparisons, employee customer satisfaction ranged from 62% (TRADOC) to 51% (USAREUR). Supervisor satisfaction ranged from 57% (TRADOC) to 45% (USAREUR).
- For FY01 regional comparisons, employee satisfaction ranged from 60% (North Central and Northeast) to 43% (Korea). Supervisor satisfaction ranged from 55% (North Central) to 35% (National Capital Region).

2-2. Timeliness of Processing Retirement, Refund, and Death Benefits

Objective: OPM Standard is Not Less Than 80% of the Actions Processed Within 30 Days

Assessment: Not Met



Source: OPM "Aging of Separation" report

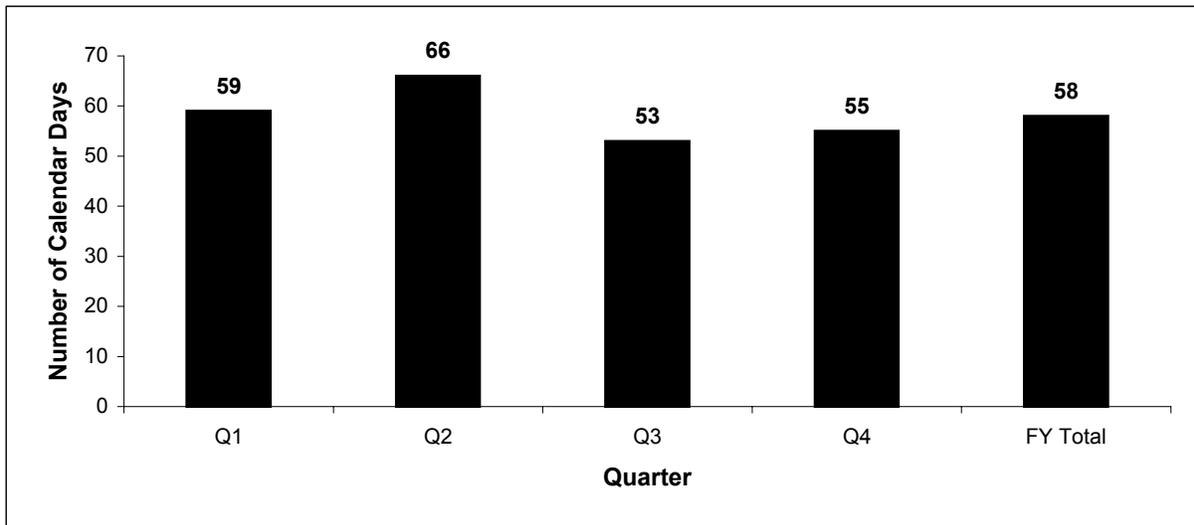
Analysis:

- Although Army met the government-wide average 2 out of 4 quarters for the year, Army did not meet the overall FY objective in FY02. The OPM Congressionally-mandated timeliness standard requires that 80% of all retirement, refund and death claims be received by OPM within 30 days of separation. Army's weighted average (the quarterly percents shown above are weighted by the number of actions per quarter) was 77% for FY02. Army achieved its highest rate in the 3rd quarter (91%).
- The above figures are based on the total number of retirement, death and refund claims submitted by Army employees.

2-3. Average Number of Days to Fill Positions

Objective: 60 Calendar Days

Assessment: Met



Source: CivPro

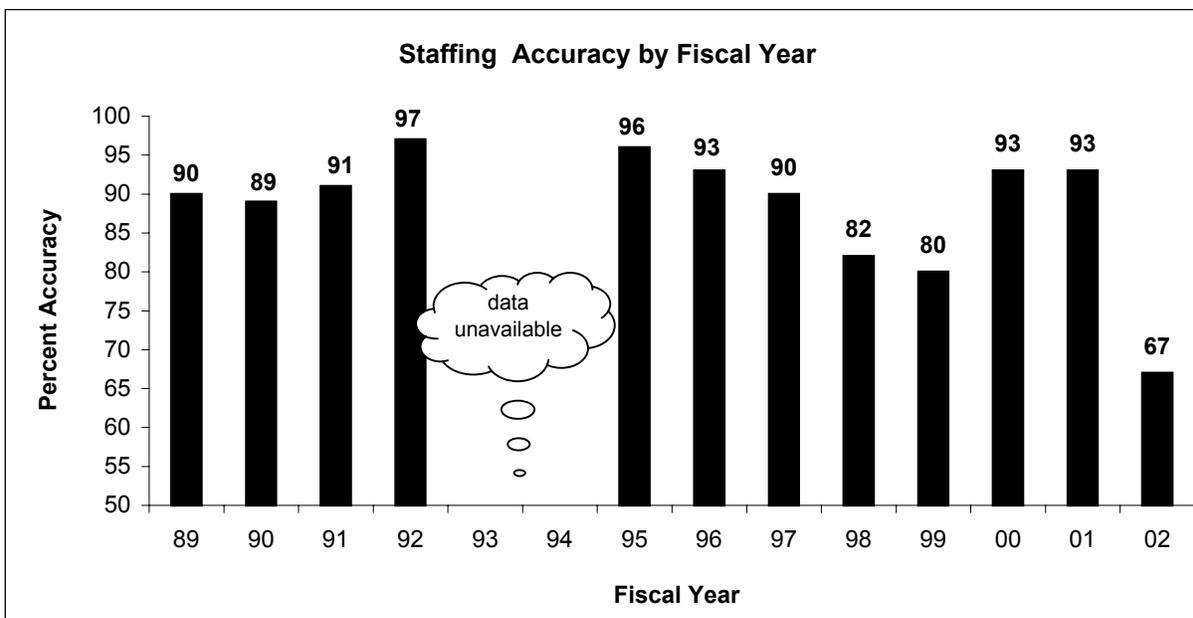
Analysis:

- Army met its objective of 60 calendar days in FY02. Average time to fill increased by one day from FY01 to 58 days. The average time to fill is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.
- This indicator tracks fill time from receipt of the Request for Personnel Action (RPA) in the personnel community (CPAC, CPOC, or CPO) until the date the offer is accepted. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies. It does not include career ladder promotions or reassignment actions that merely represent a change in duties.
- See Appendix, p. A11, for region breakout.

2-4. Staffing - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Not Met



Source: USACPEA survey reports

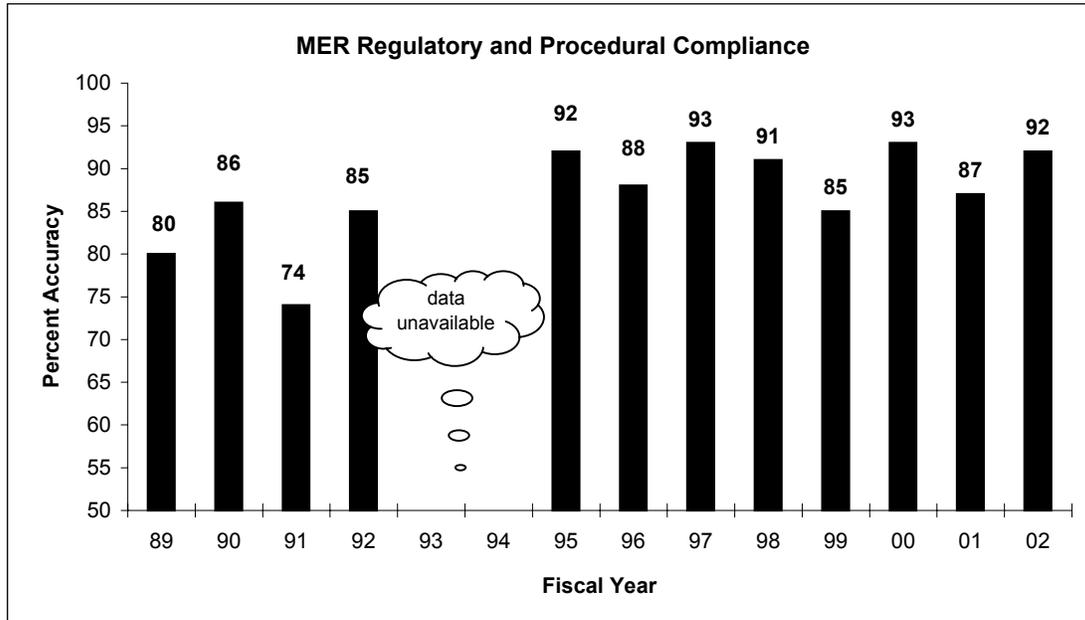
Analysis:

- Army did not meet its objective of 90% accuracy. Audits of 100 placement and promotion actions in FY02 resulted in an extremely low 67 percent compliance rate. USACPEA attributes this to missing documentation of qualification determinations and supervisor/manager notices of selection, and no clear audit trails. The regulatory errors included approval of actions after the effective date, veterans preference passover, delays of VRA conversions, and pay setting.
- Note that the number of staffing actions reviewed in FY99 (100 at one region), FY00 (200 at two regions), FY01 (146 at one region), and FY02 (100 in one region) are smaller than previous years.
- **This assessment was conducted at one region in FY02 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A12 for individual on-site review information.**
- Staffing regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed government-wide standards in the areas of appointments, promotions and internal placements (including reassignments, changes to lower grade, transfers, details and position changes during a period of grade or pay retention).

2-5. Management Employee Relations - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

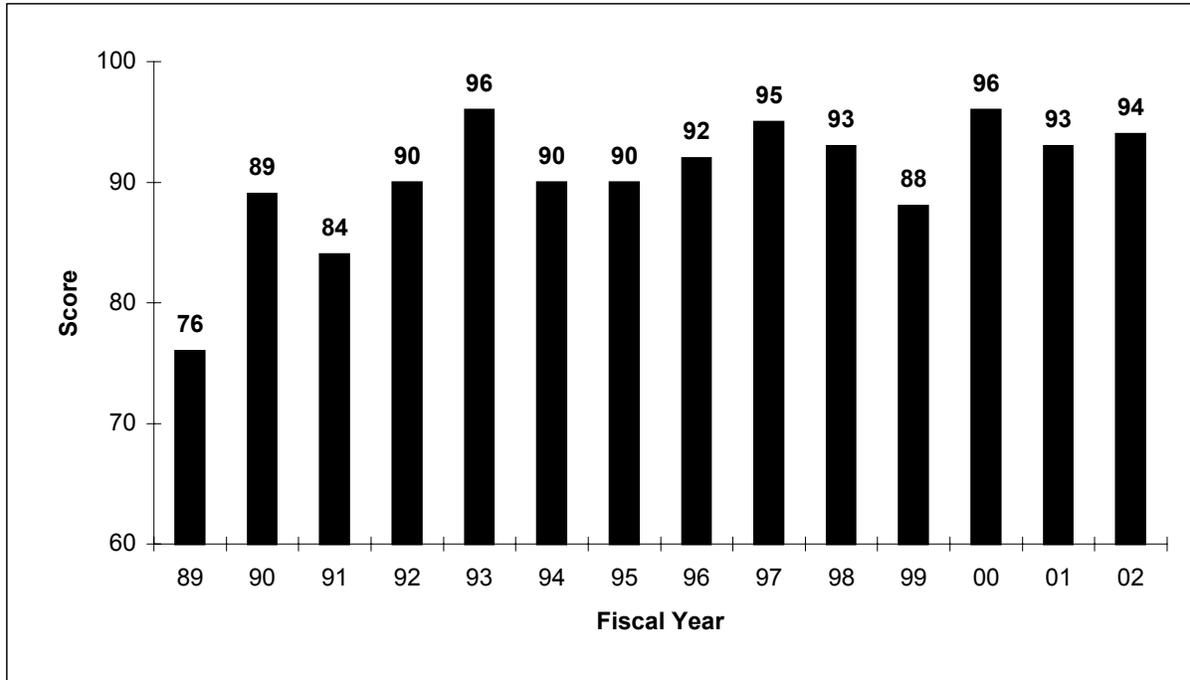
Analysis:

- Army met its objective of 90% accuracy. In FY02, USACPEA audited 266 actions at six CPACs for an overall compliance rate of 92%. Four of the six CPACs had 90% or better compliance.
- Compliance was above the 90% level in the area of incentive awards. USACPEA audited 191 awards and found 16 errors for a compliance rate of 92%. The most common errors were failure to properly document tangible/intangible benefit determinations for award amounts and inappropriate award approvals with lack of justification.
- Compliance was at 92% in the area of disciplinary/adverse actions. USACPEA audited 75 disciplinary actions and found 6 actions containing errors. The most common deficiencies were failure to include mandatory language in letters of reprimand, failure to provide written notice of a decision prior to effecting a suspension, and failure to properly conduct demials of within-grade increases.
- **This assessment was conducted at one region in FY02 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A13, for individual on-site review information.**
- Management-Employee Relations regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed Government-wide standards in the areas of awards (quality-step increases, on-the-spot, special act/service, and performance) and adverse/disciplinary actions (removals for cause, conduct-related involuntary reductions in grade or pay, performance-based actions, suspensions, reprimands, and denial of within-grade increases).

2-6. HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Objective: Score of at Least 96 (OPM Standard)

Assessment: Not Met



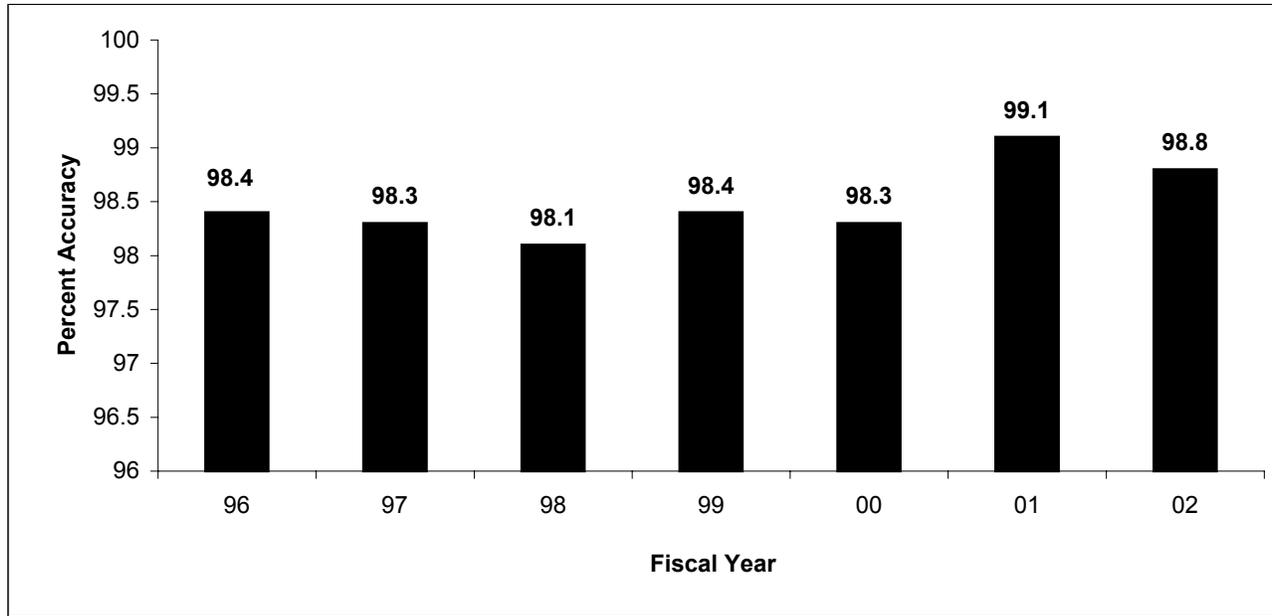
Source: U.S. Office of Personnel Management (OPM) Report

Analysis:

- Army did not meet OPM's quality composite standard for FY02.
- The score displayed is a composite of seven items: (1) days to submit, (2) percent of records with valid data in the most used fields, (3) number of data elements valid on 99% of records, (4) percent of records without errors (status file), (5) percent CPDF record count compared to SF113A count, (6) percent of records timely, (7) percent of records without errors (dynamics file). See Appendix, p. A14, for OPM standards and Army performance on the individual items.
- OPM reports accuracy for quarterly periods. Fiscal year data presented above are averages of data for four quarters. The FY02 score represents only the first two quarters; third and fourth quarter data were not available at the time of publication. The *FY01 Annual Evaluation* contained data on only the first two quarters of FY01. Updating that with data from the last two quarters, the FY01 score was lowered from 94 to 93.

2-7. HQ ACPERS Data Quality - HQ ACPERS Quality Control Report

Objective: At least 98% Accuracy
Assessment: Met



Source: HQ ACPERS Quality Control Report (PCN:ZMA-56A) produced by HQDA (DAPE-CP-PSS)

Analysis:

- Army met its objective of 98% accuracy for FY02.
- The Quality Control Report covers appropriated fund, U.S. citizens only. It is provided to the field (based on personnel office identifier) on a quarterly basis. Although summary data are presented here, the report identifies individual errors to the field. The report has two limitations -- it covers a subset of Defense Civilian Personnel Data System data fields and checks for field completion and a specified range of values only. Data errors not covered in this report are known to exist.
- The report has been in production for years. Unfortunately, copies of the pre-FY96 reports were not retained.

2-8. DCPDS Data Quality

Objective: Not Less than 97% Accuracy

Assessment: Met

| Item Reviewed | # Items Reviewed | # Items Accurate | % Accuracy |
|---|------------------|------------------|------------|
| Employee Name | 75 | 75 | 100% |
| Social Security Number | 75 | 75 | 100% |
| Employee Tenure | 75 | 75 | 100% |
| Appointment Type | 75 | 75 | 100% |
| Retirement System | 75 | 74 | 99% |
| Federal Employee Retirement System Coverage | 75 | 74 | 99% |
| Veterans Preference | 75 | 74 | 99% |
| Performance Rating Level | 75 | 67 | 89% |
| Performance Rating Date | 75 | 65 | 87% |
| Service Computation Date (SCD) - Leave | 75 | 74 | 99% |
| Position Description No. & Shred | 75 | 75 | 100% |
| Pay Plan | 75 | 75 | 100% |
| Pay Grade | 75 | 75 | 100% |
| Pay Step | 75 | 73 | 97% |
| Base Salary | 75 | 74 | 99% |
| Locality Adjustment | 75 | 75 | 100% |
| Pay Basis | 75 | 75 | 100% |
| Pay Rate Determinant | 75 | 75 | 100% |
| Within Grade Increase Due Date | 75 | 71 | 95% |
| Product Distribution Flag | 75 | 75 | 100% |
| Payroll Interface Flag | 75 | 75 | 100% |
| Key/Emergency Essential Employee | 75 | 75 | 100% |
| Key/Emergency Essential Position | 75 | 75 | 100% |
| Supervisory Level | 75 | 74 | 99% |
| TOTAL | 1,800 | 1,770 | 98% |

Source: USACPEA survey reports

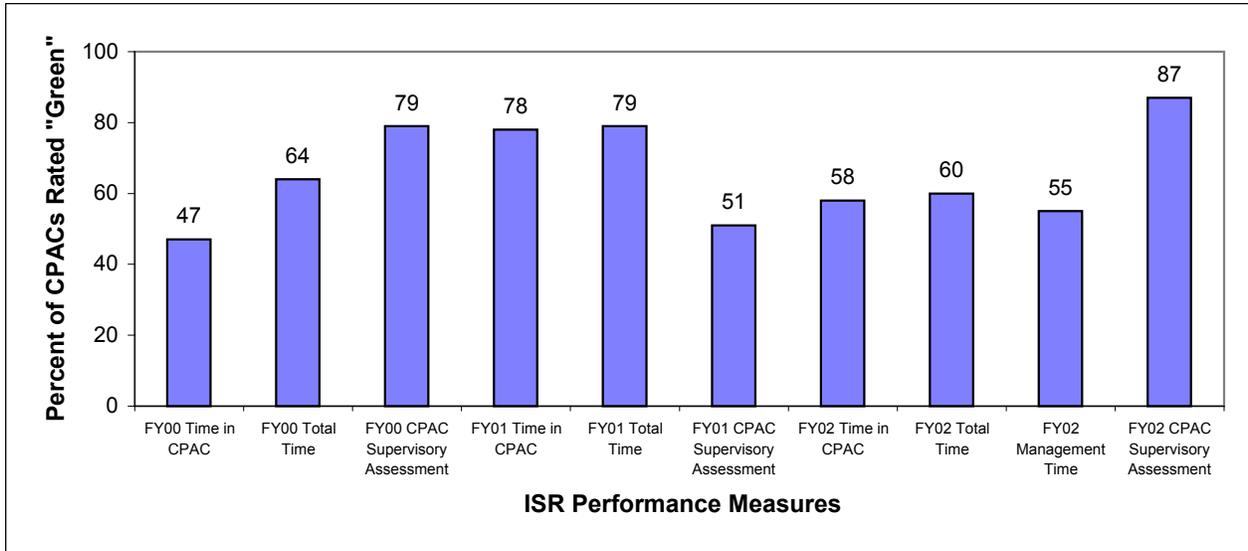
Analysis:

- Army met its objective of 97% accuracy. All but three of the 24 individual data elements met the objective. USACPEA attributes the errors to the lack of internal review of merit case files and failure to follow standard operating procedures.
- Note that the FY02 sample represents only the USAREUR Region.
- Data accuracy is defined as the "value" in the official personnel folder (OPF) being the same as that in the Defense Civilian Personnel Data System (DCPDS). No historical data are presented because the methodology has changed (i.e., earlier reviews were against HQ ACPERS data and some of the items reviewed have changed).

2-9. CPAC Workforce Effectiveness Performance Measures (Installation Status Report)

Objective: See "Green" Standards Below (in Bold)

Assessment: Met for Total Time and CPAC Supervisory Assessment



Source: HQDA (DAPE-CP-PL)

Analysis:

- The Installation Status Report, developed by the Assistant Chief of Staff for Installation Management, is a tool for viewing the readiness of Army installation infrastructure, environment, and services. CPAC performance is reported to ACSIM as part of the report. Results are compared to "red-green-amber" performance standards.
- CPAC performance measures and standards for FY02 are (1) average time in CPAC to process recruit/fill actions (**green** = 7 calendar days or less, amber = more than 7 up to 13 calendar days, red = more than 13 calendar days), (2) average management time to process recruit/fill actions (**green** = 14 calendar days or less, amber = more than 14 up to 21 calendar days, red = more than 21 calendar days), (3) average total time to fill (from receipt of action in CPOC/CPAC to date job offer accepted) (**green** = 60 calendar days or less, amber = more than 60 up to 69 calendar days, red = more than 69 calendar days), and (4) supervisor assessment of CPAC performance (**green** = 5.0 down to 3.25 customer satisfaction rating, amber = less than 3.25 to 2.00, red = less than 2.00). The second and third performance measures, management time and total time, are shown in the Installation Status Report but not counted because they cover parts of the recruit/fill business process outside the CPAC responsibility.
- Overall FY02 Army results: average time in CPAC for a recruit/fill action = 7.75 days (amber); average management time in selection = 14.61 days (amber); average total time for a recruit/fill action = 57.67 days (green); average supervisor CPAC assessment (customer satisfaction) = 3.63 (green). This compares to the FY01 results (CPAC time = 7.34 days, management time = 13.67 days, total time = 57.37 days, and CPAC supervisory assessment = 3.27) and to FY00 results (CPAC time = 11.14 days, total time = 65 days, and CPAC supervisory assessment = 3.44).
- The FY01 CPAC supervisory assessment results were taken from the FY01 Army Civilian Attitude Survey. As such it is not a pure measure of supervisory CPAC attitudes because (1) the items did not distinguish between the CPAC and the CPOC, and (2) military supervisors did not participate. It is very likely that the FY01 results underestimate true supervisor CPAC customer service perceptions.
- See Appendix, p. A15, for MACOM results.

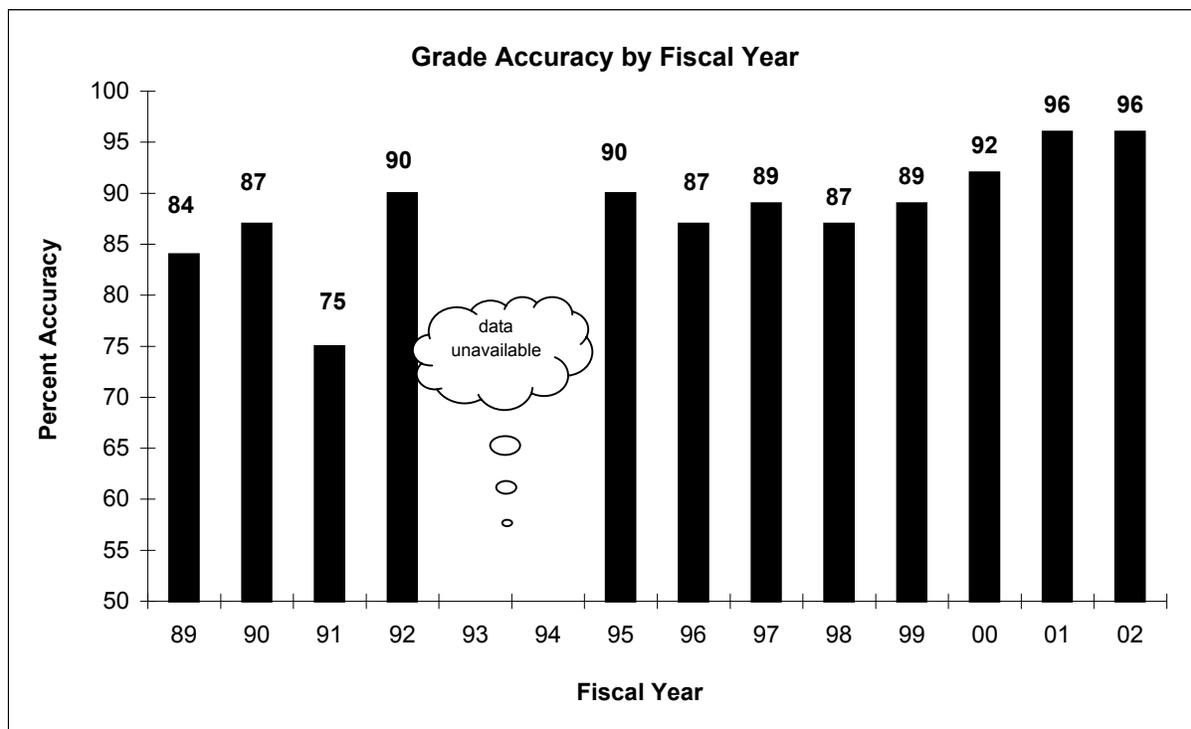


CPM Effectiveness

3-1. Grade Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

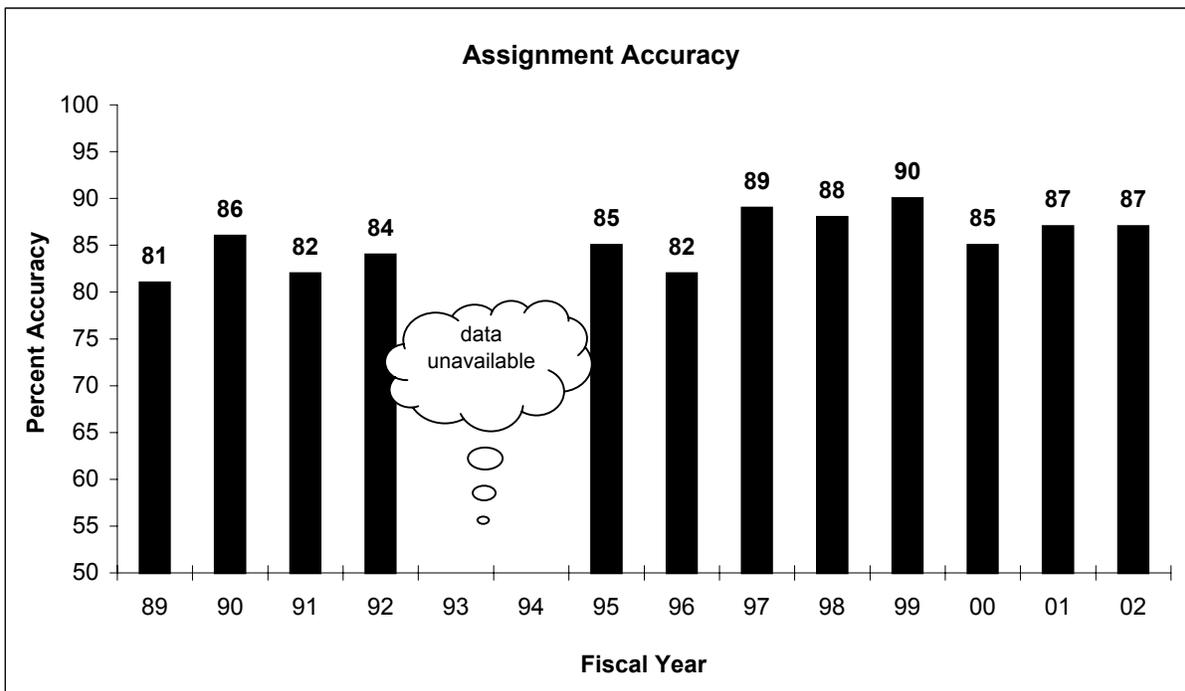
Analysis:

- The Army met its objective of 90% accuracy. There were six grade errors (four upgrades and two downgrades) which produced an accuracy rate of 96 percent. Three of the grade errors were the result of improper classification. Three other errors were due to employee misassignments.
- **This assessment was conducted at one region in FY02 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A16, for individual on-site review information.**
- Grade accuracy is determined by the percentage of positions found to be correctly graded in accordance with OPM classification standards.

3-2. Assignment Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Not Met



Source: USACPEA survey reports

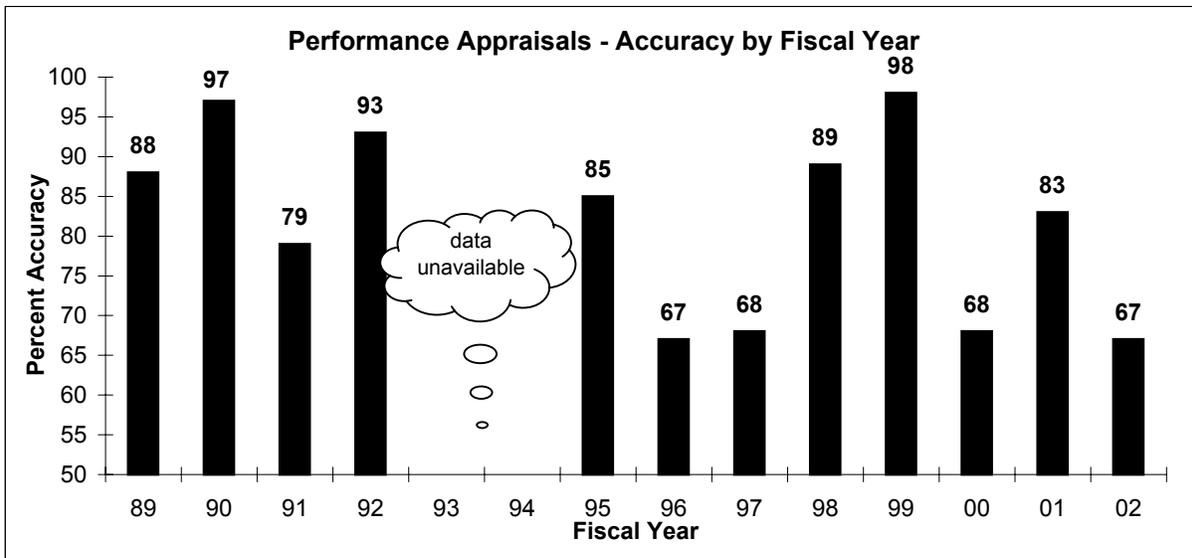
Analysis:

- Army did not meet its goal of 90% accuracy. Only one of the six installations visited met the objective.
- **This assessment was conducted at one region in FY02 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A17, for individual on-site review information.**
- Assignment accuracy is determined by the percent of position descriptions that accurately report the major duties being performed by the incumbent. Inaccuracies could include major duties in the official job description that are not being performed, as well as major duties being performed that are not reflected in the official job description.

3-3. Performance Appraisals - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Not Met



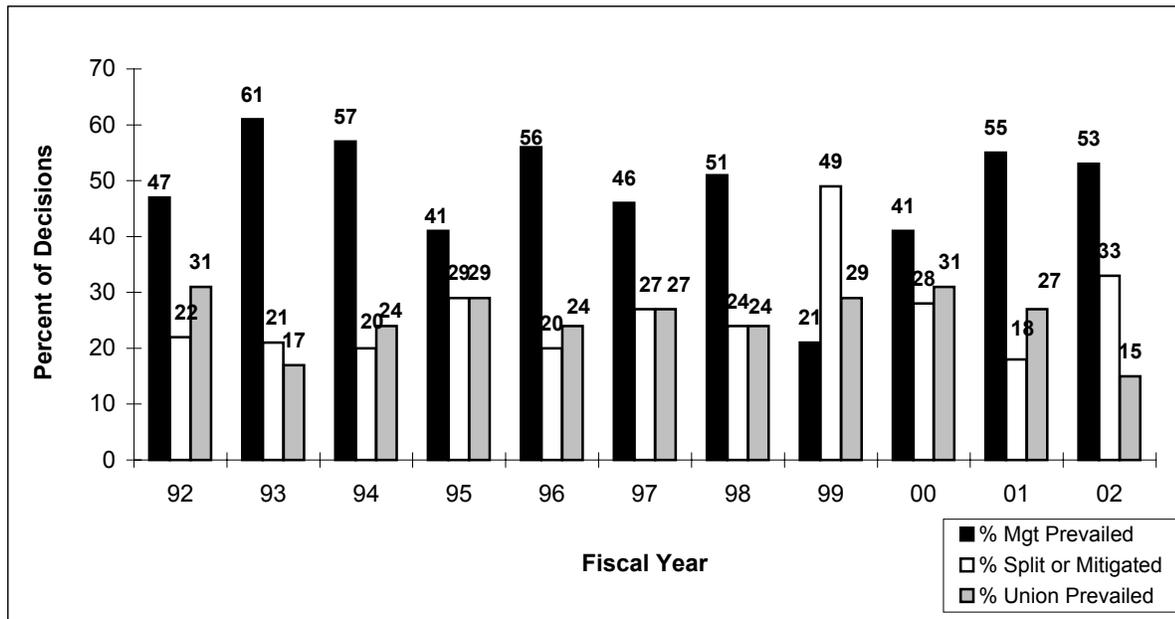
Source: USACPEA survey reports

Analysis:

- Army did not meet its goal of 90% accuracy.
- This chart shows compliance for two different performance appraisal systems - the Performance Management and Recognition System (PMRS; FY89-92 data) and the Total Army Performance Evaluation System (TAPES; FY95-02 data).
- The deficiencies varied, e.g., failures to authenticate performance standards, not rating individual performance objectives, and rating employees for periods of less than the Army standard of 120 days.
- **This assessment was conducted at one region in FY02 and is not representative of Army-wide performance. See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A18, for individual on-site review information.**
- The FY02 performance appraisal compliance rate for TAPES is based on (1) completion of counseling checklists/support forms, (2) rating of individual objectives, (3) minimum 120 day rating period, (4) documentation of performance counseling, (5) signature(s) of rater/senior rater, (6) correct calculation of performance level, and (7) inclusion of EEO/Affirmative Action and Supervision/Leadership objectives on supervisory appraisals.

3-4. Arbitration Decisions - Percent Won, Lost, Split

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

Number of Decisions

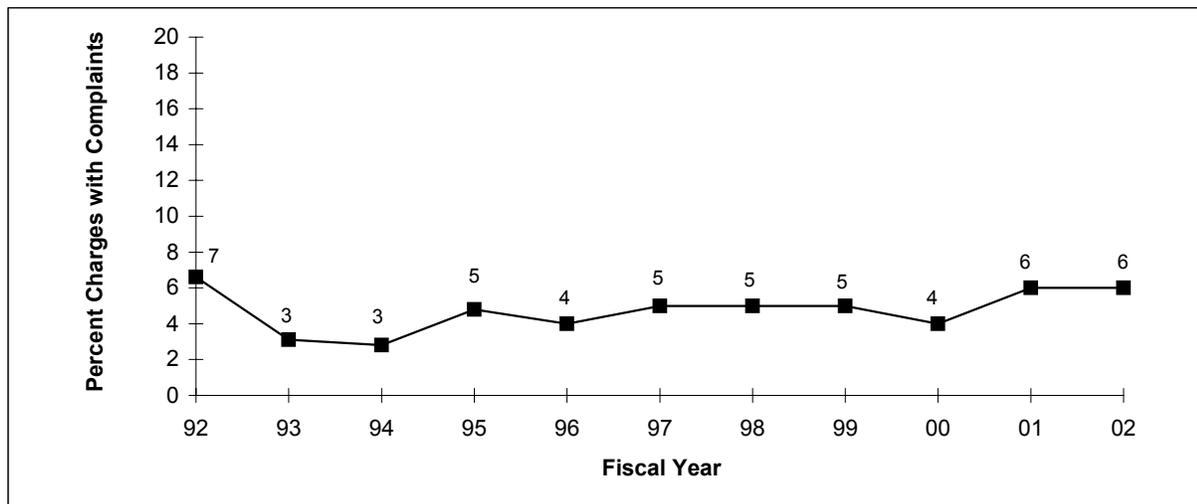
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------|----|----|----|----|----|----|----|----|----|----|----|
| Management Prevailed | 83 | 81 | 60 | 38 | 37 | 36 | 19 | 12 | 22 | 24 | 58 |
| Split or Mitigated | 38 | 28 | 21 | 27 | 13 | 21 | 9 | 27 | 15 | 8 | 36 |
| Union Prevailed | 55 | 23 | 25 | 27 | 16 | 21 | 9 | 16 | 17 | 12 | 16 |

Analysis:

- In FY02, 53% of the decisions favored management, 15% favored the union, and about 33% were split or mitigated. These results differed somewhat from historical norms (between FY92-98 and for FY00-01), where approximately half of the decisions favored management, one quarter favored the union and one quarter were split or mitigated. FY99 was an anomaly with half of the decisions split or mitigated, and approximately one quarter favoring management and one quarter favoring the union.
- See Appendix, p. A19, for FY02 MACOM data.

3-5. Unfair Labor Practice - Percent of ULP Charges for Which Complaints are Issued by General Counsel, Federal Labor Relations Authority

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|-------------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| ULP Charges | 1347 | 972 | 679 | 607 | 530 | 381 | 759 | 433 | 625 | 365 | 340 |
| Complaints Issued | 89 | 30 | 19 | 29 | 23 | 18 | 41 | 22 | 27 | 23 | 20 |

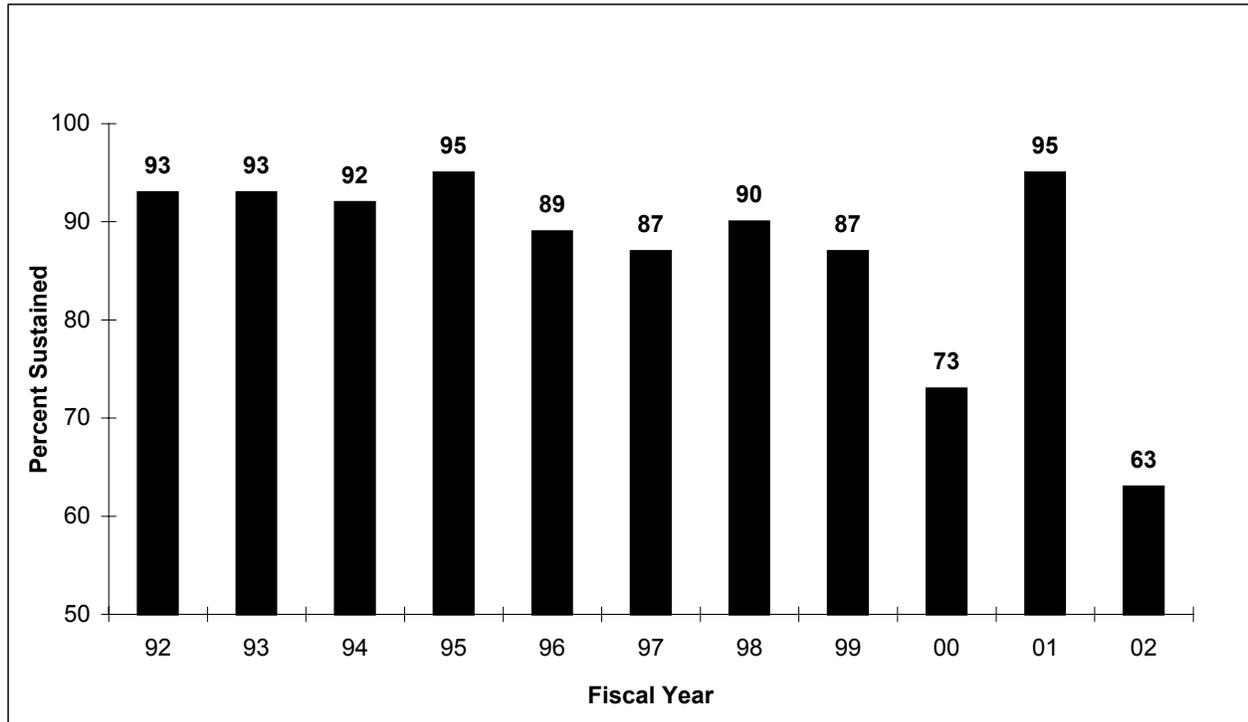
Analysis:

- The percent of ULP charges filed by unions for which complaints were issued by the FLRA stayed the same in FY02. The number of charges filed and complaints issued in FY01 and FY02 are down following an increase in FY00. FY02 results are the lowest they have been in ten years. Three MACOMs, U.S. Army Reserve Command, U.S. Army Corps of Engineers, and Army Materiel Command accounted for approximately 64% of the ULP charges in Army.
- See Appendix, p. A20, for FY02 MACOM data.

3-6. Classification Appeals - Percent Army Sustained

Objective: Not less than 90% OSD and OPM Sustainment

Assessment: Not Met



Source: HQDA (DAPE-CP-PPM)

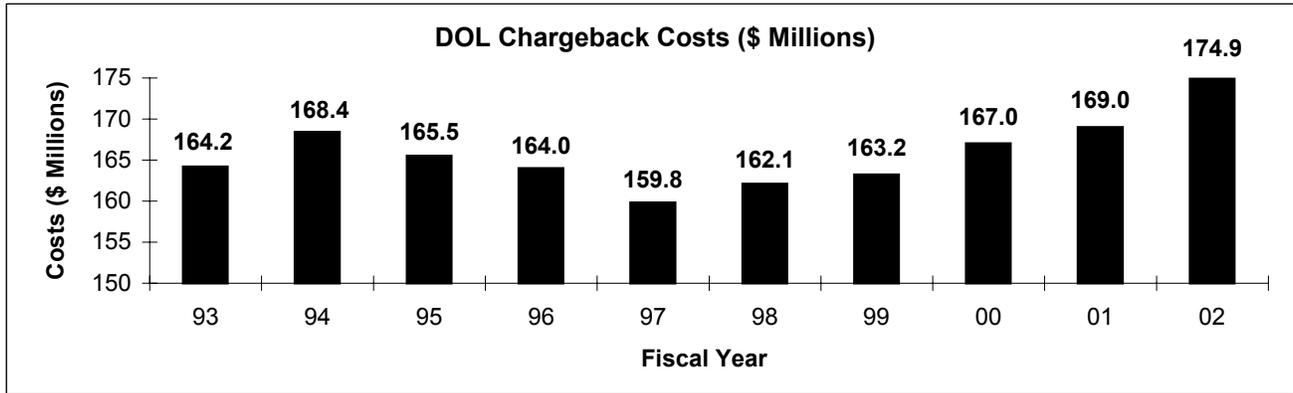
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|---------------|-----|-----|-----|-----|----|----|-----|----|----|----|----|
| Total Appeals | 134 | 140 | 144 | 129 | 91 | 68 | 110 | 39 | 26 | 20 | 27 |
| Sustained | 124 | 130 | 133 | 122 | 81 | 59 | 99 | 34 | 19 | 19 | 17 |

Analysis:

- Army did not meet its objective of not less than 90% OSD and OPM sustainment.
- The number of appeals increased in FY02, but are still in line with the long term trend. The number of sustainments decreased.
- Position descriptions are being reviewed for accuracy in FASCLASS to improve this metric.

3-7. Federal Employees Compensation Act (FECA) Benefits

Objective: None Established



Source: Dept. of Labor (DOL) annual Chargeback Bills.

Analysis:

- FY02 DOL chargeback costs (workers' compensation) increased by 5.9 million over FY01, and is 6.5 million over the FY94 peak. These figures have not been adjusted to account for inflation (i.e., medical inflation and periodic cost-of-living increases). In FY93 dollars, current costs would be much lower.
- Chargeback costs are total fatal, non-fatal, medical and rehabilitation costs.
- See Appendix, p. A21, for MACOM data.

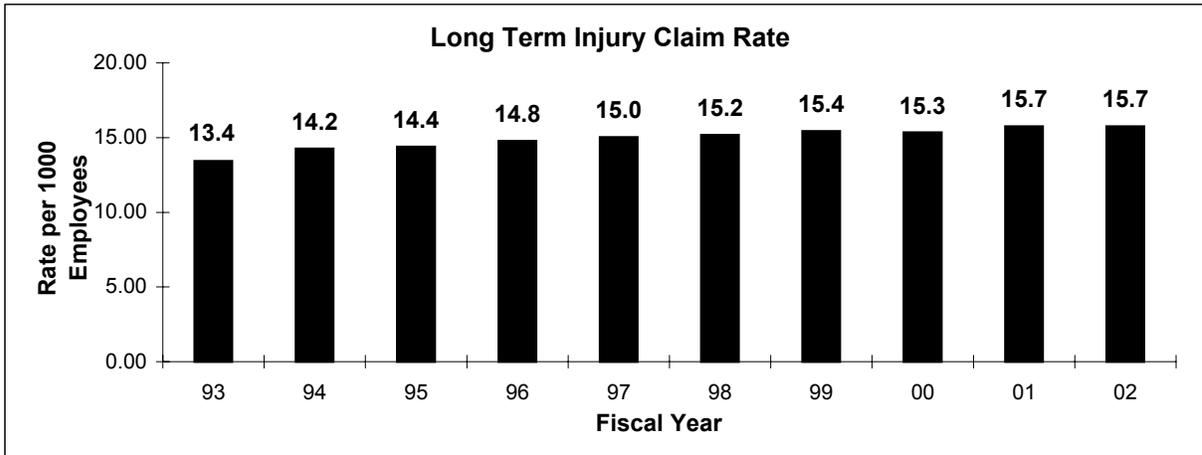
| Lost-Time Injury Rate (per 1000 Employees) | | | | | | | | | | |
|--|-------------|------|------|------|------|------|------|------|------|-------|
| Command | Fiscal Year | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
| AMC | 24.5 | 26.8 | 23.8 | 21.3 | 19.2 | 20.8 | 17.5 | 16.8 | 16.2 | 17.02 |
| FORSCOM | 44.4 | 39.1 | 38.4 | 37.7 | 36.7 | 30.7 | 46.0 | 31.9 | 38.4 | 31.46 |
| TRADOC | 29.1 | 30.1 | 27.6 | 29.3 | 25.9 | 31.1 | 31.1 | 23.4 | 15.2 | 18.29 |
| USACE | 18.2 | 19.7 | 17.6 | 13.7 | 14.3 | 13.8 | 12.2 | 9.4 | 8.8 | 9.15 |
| NGB | 37.3 | 37.9 | 36.3 | 33.3 | 32.5 | 31.5 | 30.2 | 27.3 | 14.3 | 24.83 |
| OTHER | NA | NA | NA | 18.5 | 21.5 | 21.2 | 9.6 | 16.2 | 8.2 | 16.73 |

U.S. Army Safety Center.

Analysis:

- Army-wide totals are not presented because data on "Other" Commands are not available for all years.
- The injury rate peaked during FY93-94 for most MACOMs. FY02 showed an increase over FY01 which had the lowest injury rates for the MACOMs, with the exception of FORSCOM.
- Injury rate is the number of lost time injuries per 1000 Army civilians.

3-7. Federal Employees Compensation Act (FECA) Benefits (Cont.)



Civilian Resource Conservation Information System.

Analysis:

- The number of long term injury claims increased (see Appendix, p. A21). The rate of claims has remained the same as FY01.
- Long-term injury claims exclude death and permanently disabled cases. Data prior to FY93 are not reported because they are not based on the same definition (i.e., death and permanent disability cases were included).
- See Appendix, p. A21, for MACOM data.

Note: Data on a fourth FECA indicator, Continuation of Pay (COP) Days, were not available from DFAS.

3-8. Accuracy of MACOM and Career Program Budget Estimates for ACTEDS Intern Funds

Objective: Execute at Least 98% of Obligation Plan

Assessment: Met by 50% of Organizations

FY02 Percent Executed - Dollars and Workyears

| CMD CODE | MACOM | EXECUTION | |
|------------------|------------------------|-------------|-------------|
| | | Dollars | Workyears |
| AS | INSCOM | 121% | 87% |
| AT | ATEC | 87% | 97% |
| CB | CIDC | 100% | 100% |
| CE | USACE | 92% | 102% |
| E1 | USAREUR | 99% | 100% |
| FC | FORSCOM | 94% | 96% |
| MA | MILITARY ACADEMY | 95% | 80% |
| MC | MEDCOM | 95% | 97% |
| MP | PERSCOM | NA | NA |
| MT | MTMC | 130% | 100% |
| MW | MDW | 148% | 141% |
| P1 | USARPAC | 81% | 100% |
| P8 | EUSA | 73% | 86% |
| RC | USAREC | 103% | 142% |
| SC | SMDC | 100% | 100% |
| SP | USASOC | 86% | 97% |
| TC | TRADOC | 98% | 101% |
| X1 | AMC | 92% | 99% |
| SU | USARSO | 58% | 100% |
| SE | USAFMSA | 93% | 100% |
| SA | HQDA | 111% | 98% |
| CS | SAFETY CENTER | 104% | 101% |
| | ARPERSCOM | NA | NA |
| SB | FCR TRANSPORTATION | 112% | 105% |
| SB | FCR CIVILIAN PERSONNEL | 110% | 99% |
| SB | FCR LOGISTICS | 131% | 100% |
| ARMY WIDE | | 98% | 100% |

Source: HQDA (DAPE-CP-CPO)

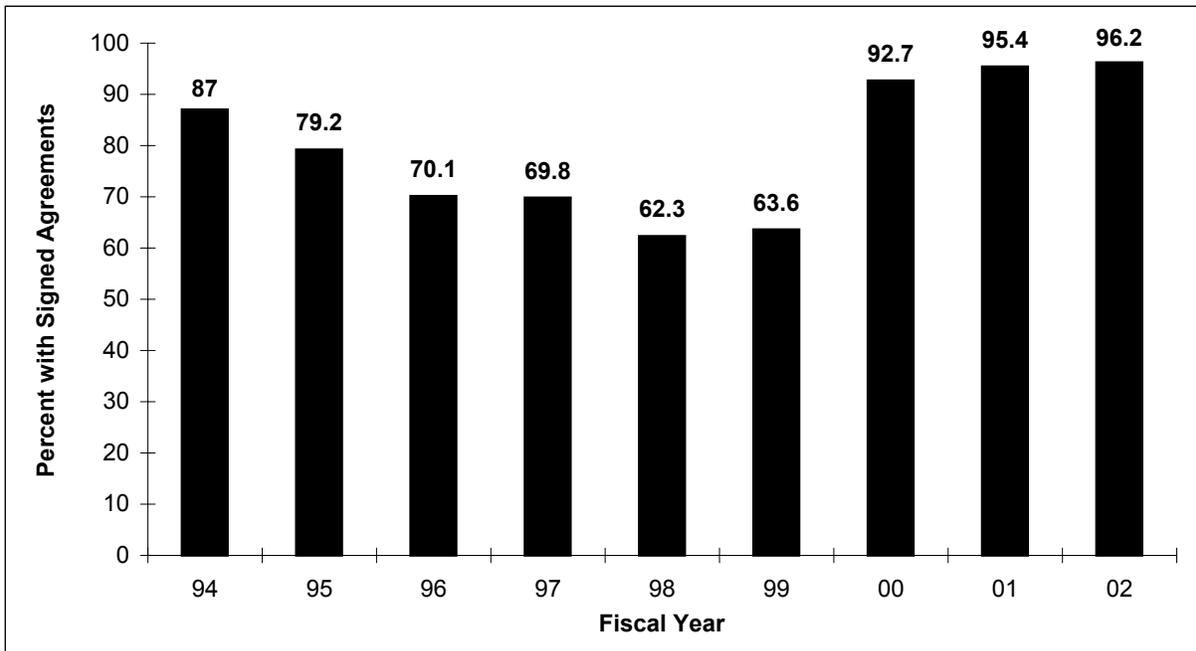
Analysis:

- Hiring Freeze implemented in 2nd quarter FY02 due to unfinanced requirement of \$4M.
- Accuracy of command budget estimates was met or exceeded by 12 of the 24 recipients of FY02 funds meeting the objective for both dollars and work years.
- In FY02, Army executed 98% of its allocated ACTEDS intern dollars and 100% of its distributed workyears.
- Bolded number indicates that the objective was met.
- See Appendix, pp. A22-23, for FY02 Raw Data and FY96-02 percentages.

3-9. Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

Objective: 90% with Signed Agreements

Assessment: Met



Source: HQ ACPERS

Analysis:

- Army met its objective. USAREUR fell below the objective by a few employees.
- The population for the above analysis included employees coded as emergency essential (EE) who were also coded as being in EE positions. This population, which required "hits" on both employee and position codes, was considered more "conservative" than one based solely on the employee code. With rare exceptions, all EE employees should be in EE positions. However, in FY02, 840 of 1423 EE employees (59%) were in positions not coded as being EE. Army has two errors to be concerned about - the improper coding of EE positions and the failure to have signed agreements for all EE employees.
- See Appendix, p. A24, for raw data, MACOM data, and the computer codes used.
- Data prior to FY94 are not presented because the EE position codes needed for this analysis did not appear in earlier years.

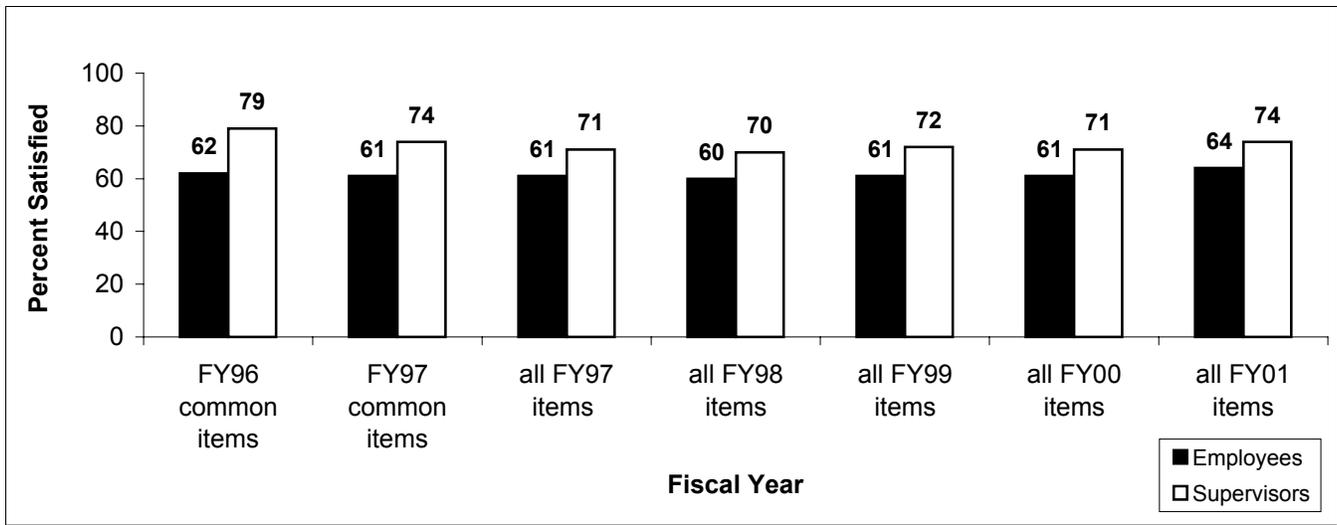


Work Force Morale

4-1. Satisfaction with Job (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Not Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

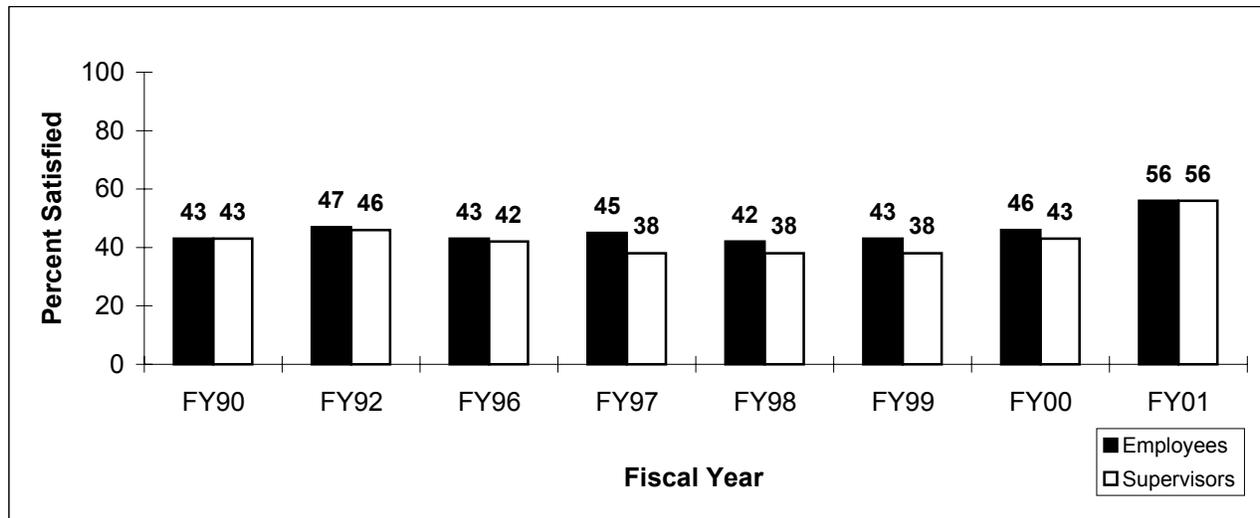
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A25-27, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee job satisfaction percentage stayed about the same, but the supervisor job satisfaction percentage dropped by five points. Both groups remained at about the same level until FY01, when employee and supervisor percentages rose by three points. The FY01 objective of 5% improvement was met for employees, but not for supervisors.
- Supervisors are more satisfied with their jobs than are employees.
- For FY01, employee job satisfaction ranged from 66% (USACE) to 62% (AMC). Supervisor job satisfaction ranged from 77% (USACE) to 71% (MEDCOM).

4-2. Satisfaction with Career (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

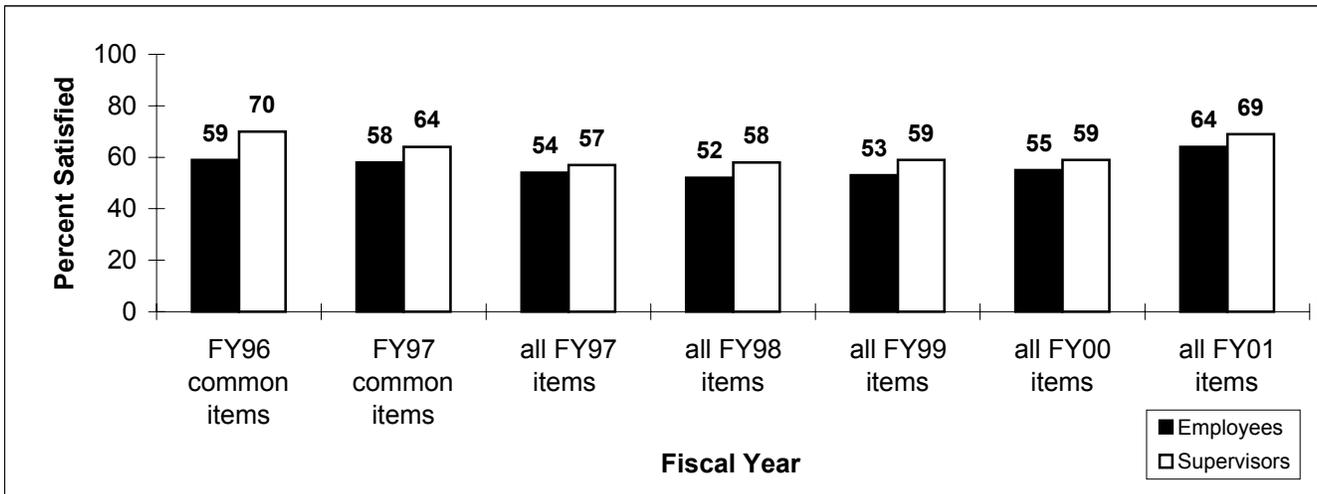
Analysis:

- This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A28-29, for the rating scale, individual survey items, raw scores, and MACOM results.
- The baselines for employees and supervisors are 44% and 40%, respectively. The FY01 data are 56% for both groups. The objective of 5% improvement over the baselines was met.
- Overall, both groups were more willing to recommend the Federal Government, the Army, and their organization as an employer to others than in previous years. Satisfaction with career has improved substantially over the past two survey cycles.
- For FY01, employee career satisfaction ranged from 62% (MEDCOM) to 50% (FORSCOM). Supervisor career satisfaction ranged from 64% (USAREUR) to 51% (TRADOC).

4-3. Satisfaction with Supervisor (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

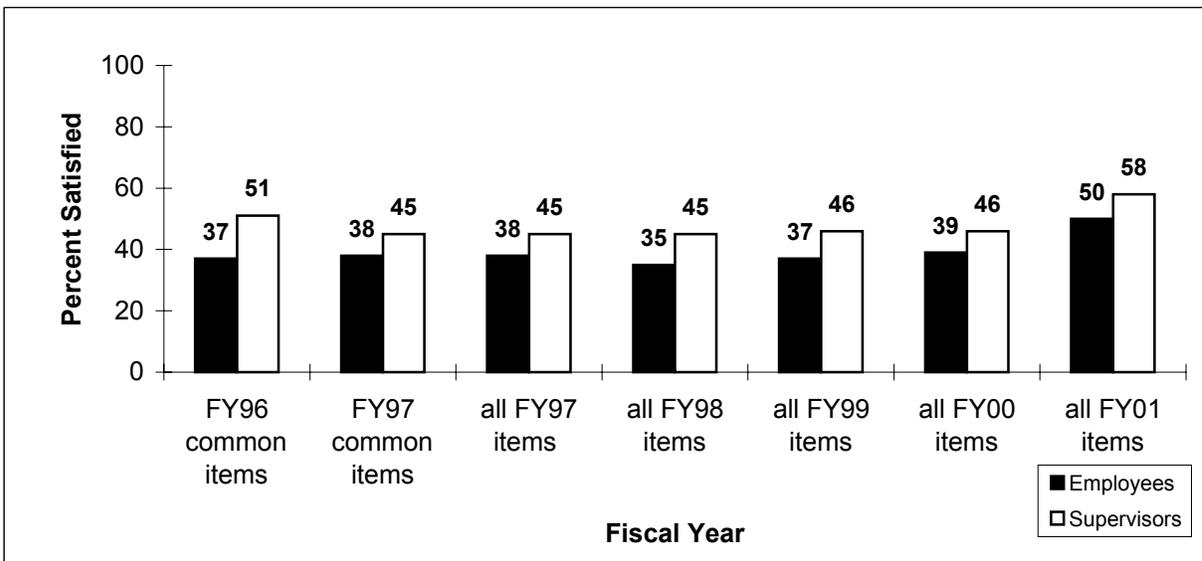
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A30-32, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor percentage dropped by six points in FY97. Both groups remained at about the same level until FY01, when employee satisfaction with supervisor rose by 9 percentage points and supervisor satisfaction rose by 10 percentage points. The FY01 objective of 5% improvement was met.
- Overall, although satisfaction with supervisor is lower among employees than among supervisors, the level of satisfaction has improved.
- For FY01, employee satisfaction ratings ranged between 66% (TRADOC) to 62% (AMC). Supervisor satisfaction ratings ranged from 72% (USACE) to 65% (MEDCOM).

4-4. Satisfaction with Management (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

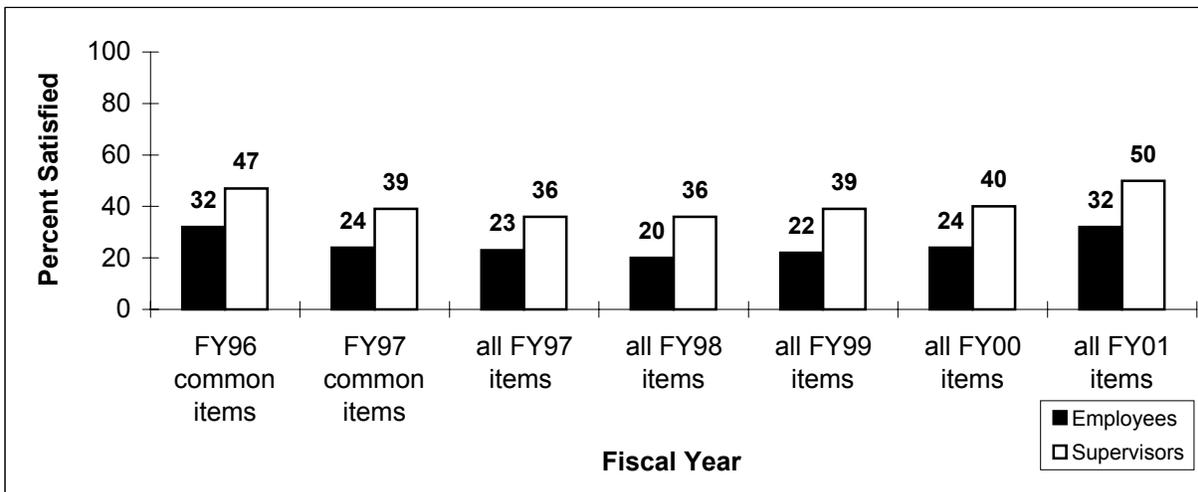
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A33-35, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, the employee satisfaction percentage stayed about the same and the supervisor satisfaction percentage dropped by six points. Since FY97, employee and supervisor satisfaction with management has been relatively unchanged; however, in FY01 both employee and supervisor satisfaction with management rose sharply - with gains over 25% for both groups. The FY01 objective of 5% improvement was met.
- Overall, both groups have become more satisfied with management. Employees are less satisfied than supervisors with management.
- For FY01, employee satisfaction with management ranged from 54% (USAREUR) to 45% (AMC). Supervisor satisfaction with management ranged from 64% (FORSCOM) to 56% ("other" command codes).

4-5. Satisfaction with Promotion System (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

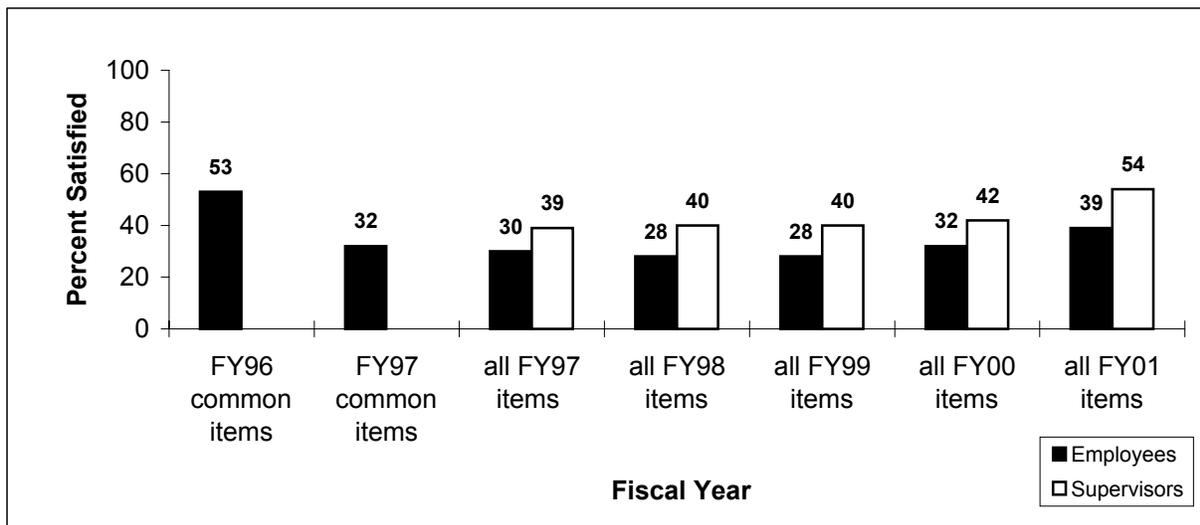
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A36-38, for the rating scales, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, FY97 satisfaction with the promotion system dropped by eight percentage points for both employees and supervisors. Since FY98, employee and supervisor satisfaction with the promotion system had risen four percentage points. This year the improvement is much more dramatic. The FY01 objective of 5% improvement over the previous fiscal year result was met.
- Overall, although employee satisfaction levels remain low, perceptions about the promotion system have changed. Note the large difference between supervisor and employee results.
- For FY01, employee satisfaction with promotion system ranged from 37% (USACE) to 29% (MEDCOM). Supervisor satisfaction with promotion system ranged from 57% (USACE) to 42% (MEDCOM).

4-6. Satisfaction with Awards and Recognition (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

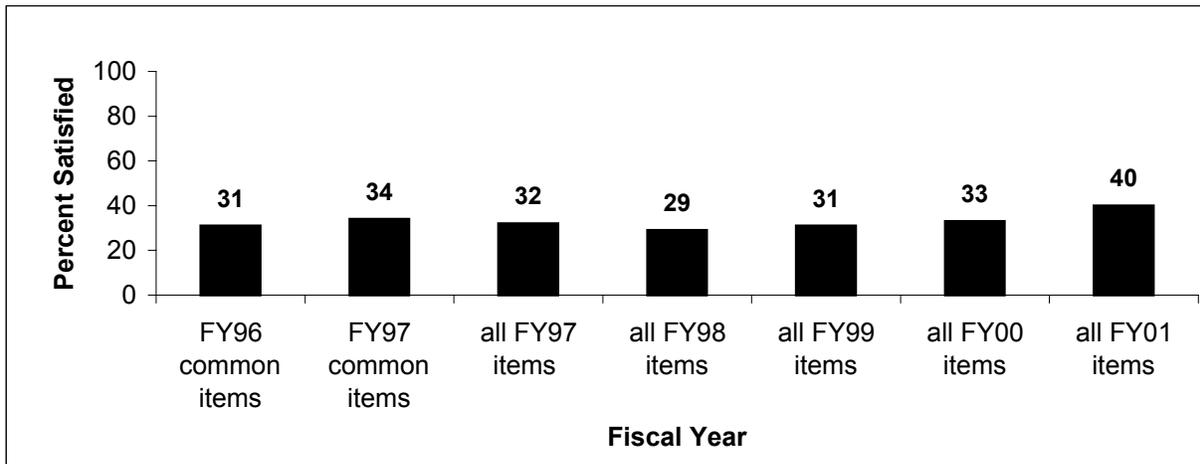
Analysis:

- This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A39-40, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with awards and recognition dropped by 21 percentage points. Perceptions began to improve for both groups in FY00. This FY, for the second year in a row, both groups met the objective, and gained over 35% off their recent lows.
- Neither group is overwhelmingly satisfied with the relationship between job performance and awards and recognition. The level of supervisor satisfaction is much higher than employee satisfaction - and the gap continues to grow.
- For FY01, employee satisfaction with awards and recognition ranged from 42% ("other" command codes) to 36% (AMC and MEDCOM). Supervisor satisfaction with awards and recognition ranged from 59% (USACE) to 45% (MEDCOM).

4-7. Satisfaction with Discipline/Grievance/EEO Procedures (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

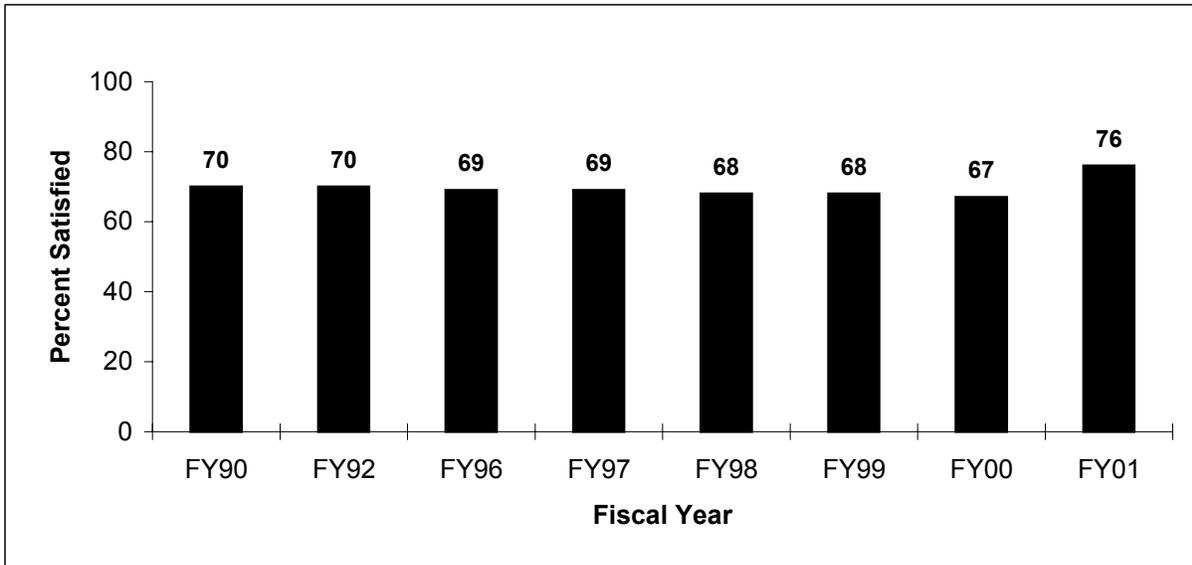
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A41-42, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, employee satisfaction with increased by three percentage points in FY97. Since FY98, employee satisfaction has risen by 11 percentage points, with 7 of those points coming in FY01. The FY01 objective of 5% improvement over the previous fiscal year results was met for the third year in a row.
- Overall, although perceptions continued to improve, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.
- For FY01, employee results ranged from 43% (USACE) to 35% (AMC).

4-8. Satisfaction with Work Group (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met



Source: Army Civilian Attitude Survey (employee version)

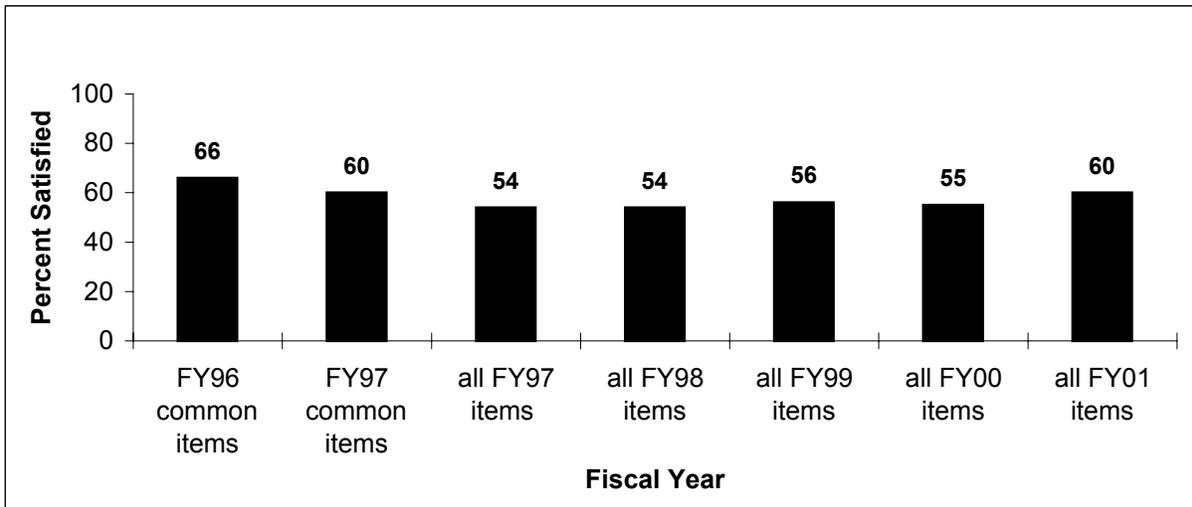
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A43-44, for the rating scale, individual survey items, raw scores and MACOM results.
- The baseline for employees is 69%. The FY01 satisfaction score is 76%. The objective of 5% improvement over the baseline was met.
- Overall, employees are very satisfied with their co-workers.
- For FY01, employee satisfaction with work group ranged from 77% (TRADOC and USACE) to 75% (USAREUR).

4-9. Satisfaction with Amount of Authority (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Supervisors Met



Source: Army Civilian Attitude Survey (supervisor version)

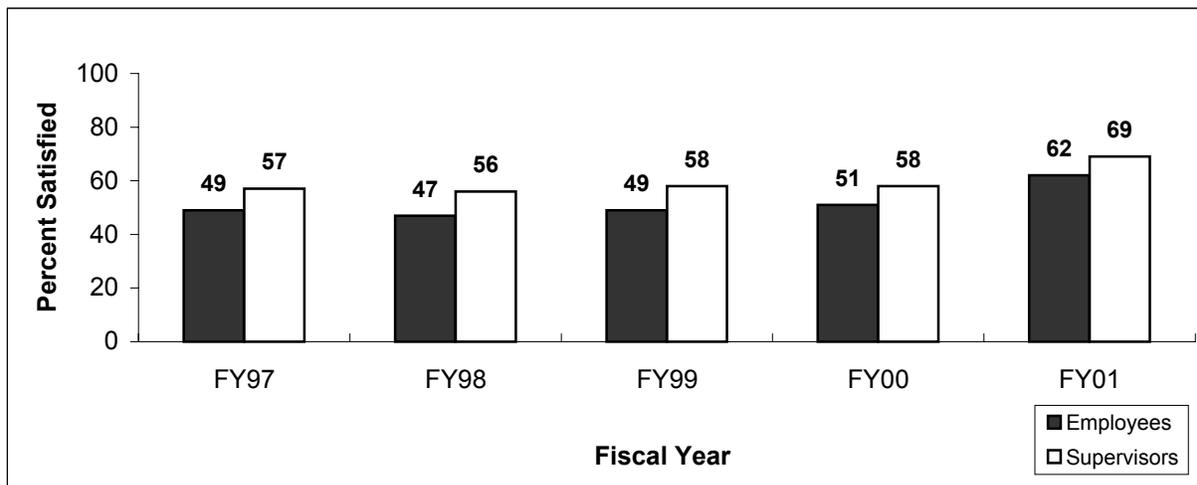
Analysis:

- This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.
- This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A45-47, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend was obtained by re-calculating FY96 and FY97 results based on common items. When this was done, supervisor satisfaction with authority drops by six percentage points in FY97. Since FY97, supervisor satisfaction has been relatively unchanged. However, in FY01 the level rose by five percentage points. The FY01 objective of 5% improvement was met.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities.
- For FY01, supervisor satisfaction with authority ranged from 63% (FORSCOM) to 58% (AMC and MEDCOM).

4-10. Satisfaction with Training and Development (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



Source: Army Civilian Attitude Survey (employee and supervisor versions)

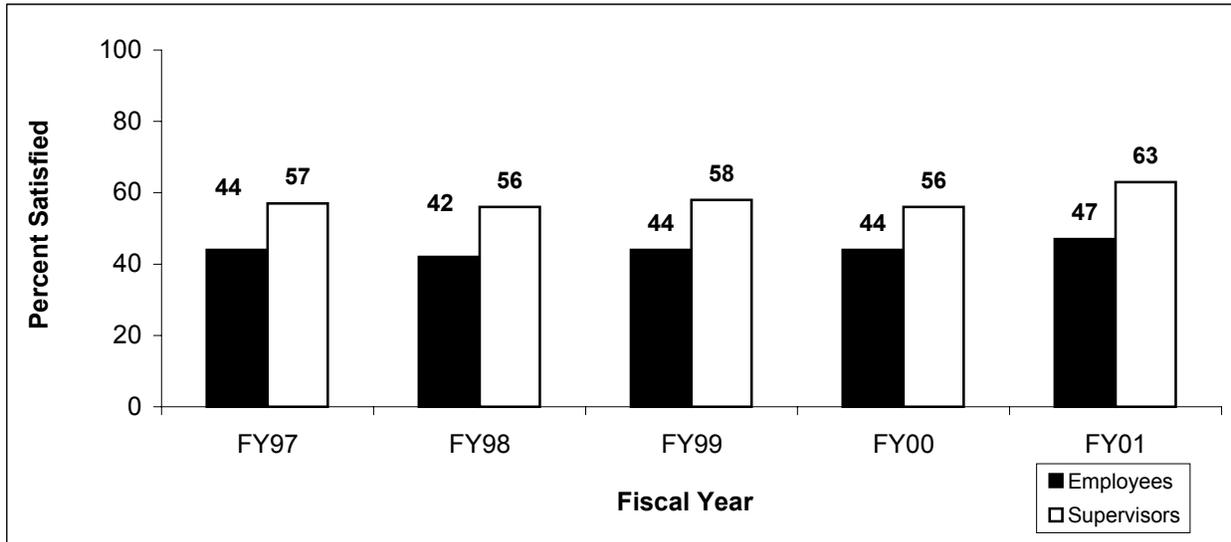
Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A48-50, for the rating scales, individual survey items, raw scores and MACOM results.
- Employee and supervisor satisfaction with training and development has been relatively unchanged since FY97, when this indicator was created. This year, however, satisfaction levels rose by 11 percentage points for both groups. The FY01 objective of 5% improvement was met.
- Supervisors are more satisfied with the training and development system than are employees, but levels have improved.
- For FY01, employee satisfaction with training and development ranged from 67% (USACE) to 57% (TRADOC). Supervisor satisfaction ratings ranged from 71% (AMC and FORSCOM) to 65% (USAREUR and MEDCOM).

4-11. Satisfaction with Fairness (Not Measured in FY02)

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



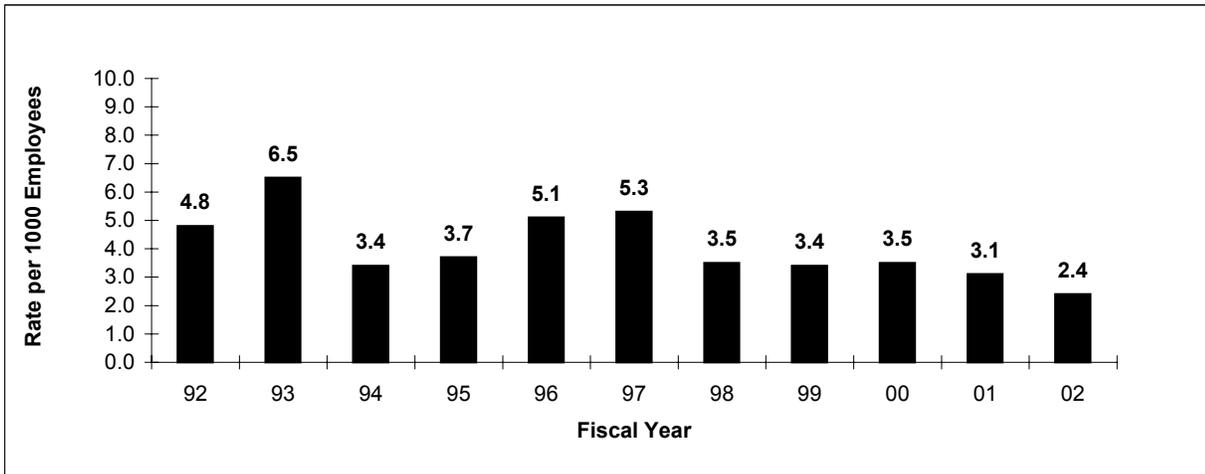
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A51-53, for the rating scales, individual survey items, raw scores, and MACOM results.
- Employee and supervisor satisfaction with fairness improved over FY00. The FY01 objective of 5% improvement was met.
- Supervisors are more satisfied with fairness than are employees. The gap between employee and supervisor satisfaction has widened.
- For FY01, employee satisfaction with fairness ranged from 52% (USAREUR) to 43% (AMC). Supervisor results ranged from 65% (USACE) to 61% (MEDCOM, AMC and TRADOC).

4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

Objective: None Established



Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. non-bargaining unit employees from HQ ACPERS

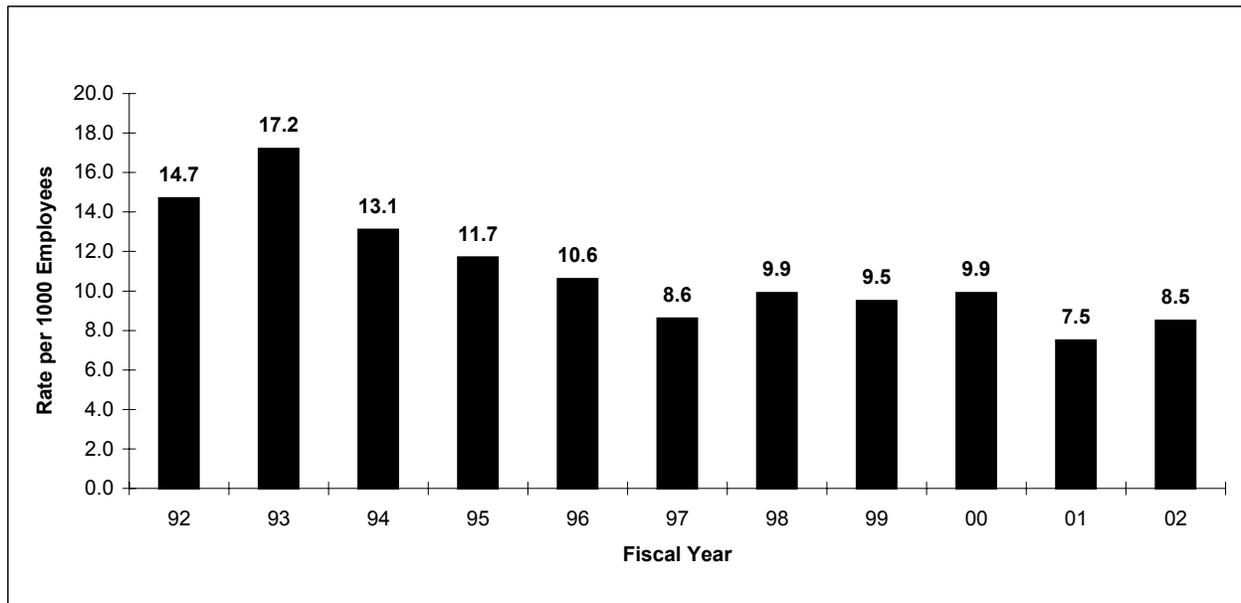
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|
| No. Grievances | 631 | 769 | 376 | 387 | 510 | 485 | 302 | 293 | 289 | 249 | 211 |
| No. Non-BU Employees | 130,206 | 118,447 | 109,800 | 105,679 | 99,088 | 91,490 | 87,304 | 85,130 | 83,600 | 81,605 | 86,757 |

Analysis:

- The FY02 rate of 2.4 is the lowest in eleven years.
- See Appendix, p. A54, for FY02 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

Objective: None Established



Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements;
No. bargaining unit employees from HQ ACPERS

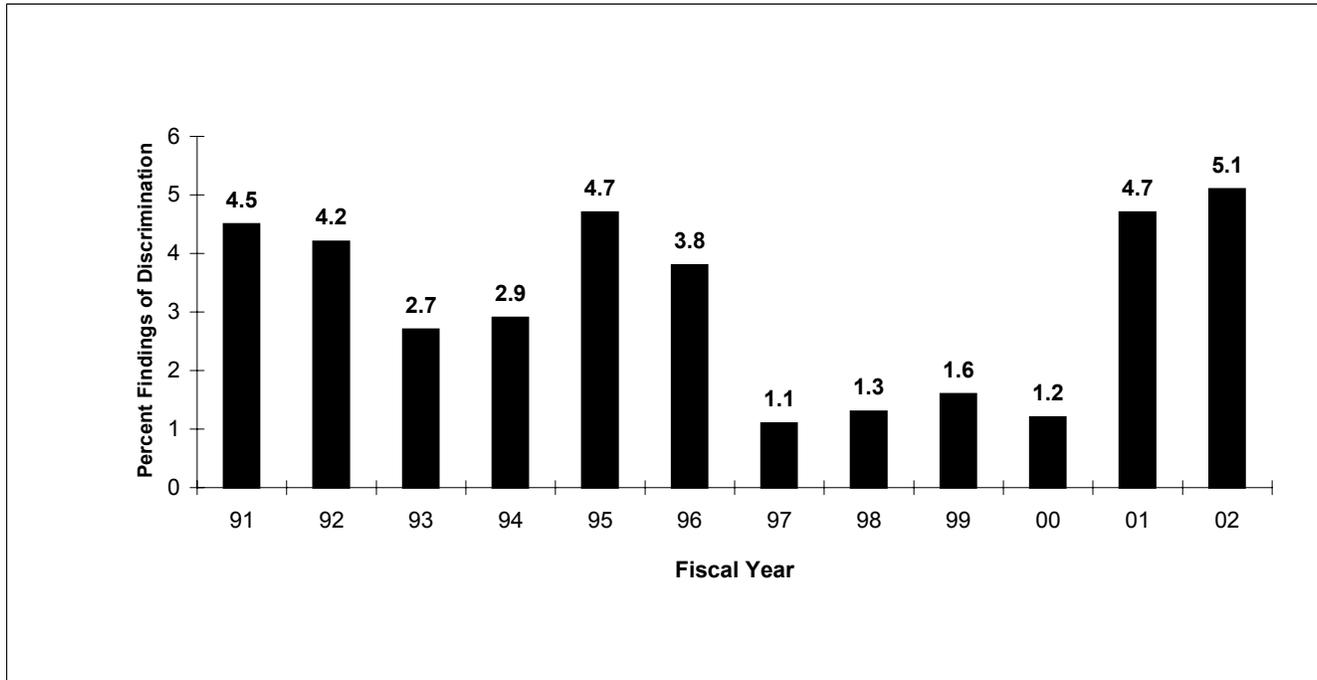
| Fiscal Year | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| No. Grievances | 2,653 | 2,434 | 1,808 | 1,575 | 1,357 | 1,071 | 1,181 | 1,086 | 1,119 | 855 | 951 |
| No. BU Employees | 180,609 | 141,847 | 138,071 | 134,062 | 127,594 | 124,208 | 119,841 | 113,748 | 113,554 | 113,902 | 112,215 |

Analysis:

- In FY02, the rate of grievances was 8.5. Although the FY02 rate is higher than FY01, it is still in line with the long term declining trend.
- See Appendix, p. A55, for FY02 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. EEO Complaints - Percent DA Final Findings of Discrimination

Objective: None Established



Source: EEOCCRA, does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

| Fiscal Year | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01* | 02 |
|--------------------------------|------|------|------|------|------|------|------|------|------|------|------|------|
| No. Formal Complaints Filed | 1494 | 1692 | 1905 | 2108 | 1825 | 1398 | 1565 | 1451 | 1366 | 1346 | 1139 | 1124 |
| No. to EEOCCRA | 419 | 500 | 479 | 722 | 426 | 314 | 543 | 472 | 493 | 499 | 596 | 489 |
| No. Findings of Discrimination | 19 | 21 | 13 | 21 | 20 | 12 | 6 | 6 | 8 | 6 | 28 | 25 |

Analysis:

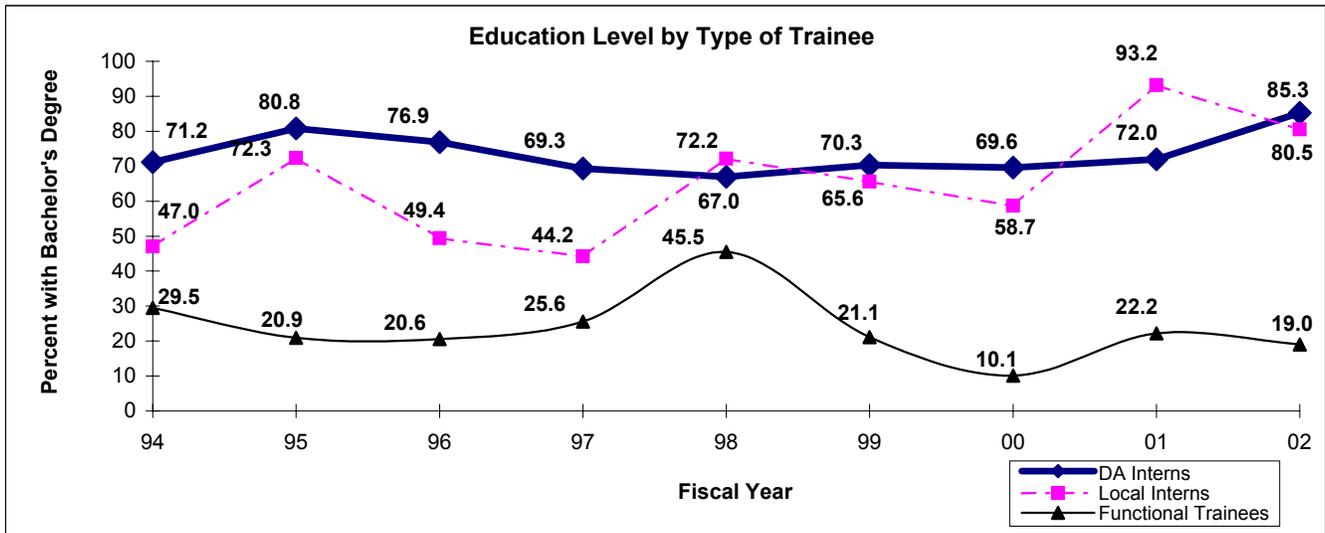
- In FY02, 44% of the formal EEO complaints filed made it to the Equal Employment Opportunity Compliance and Complaints Review Agency (EEOCCRA) for Final Agency Decision. Most complaints are either dismissed, withdrawn or settled before reaching EEOCCRA.
- The percentage of cases where a final finding of discrimination was made dropped from 4.5% in FY91 to 2.7% in FY93. It then rose to 4.7% in FY95 before dropping significantly to 1.1% in FY97. The percentage has remained low since FY97 with 2.7%. However, in FY01, the percentage findings of discrimination rose to 4.7% and continued to rise in FY02 to 5.1%. The rise in FY01 and FY02 may be related to the fact that the authority of administrative judges was increased in 1999 from recommending to rendering decisions.
- * Change to FY01 corrects inclusion of dismissal decisions at installation level.



Work Force Quality

5-1. New Interns - Education Level

Objective: None Established



Source: DAPE-CP-CP

Number with and without Bachelor's Degree

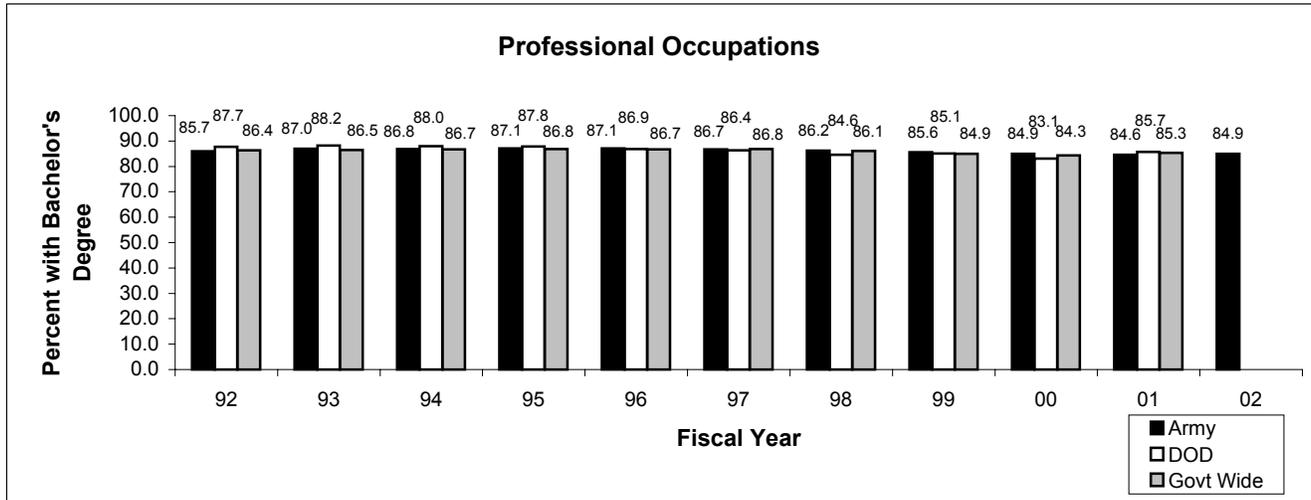
| Fiscal Year | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| DA Interns | | | | | | | | | |
| With Degree | 166 | 421 | 226 | 284 | 185 | 227 | 176 | 546 | 133 |
| Without Degree | 67 | 100 | 68 | 126 | 91 | 96 | 77 | 212 | 23 |
| Local Interns | | | | | | | | | |
| With Degree | 63 | 94 | 43 | 34 | 13 | 59 | 54 | 96 | 314 |
| Without Degree | 71 | 36 | 44 | 43 | 5 | 31 | 38 | 7 | 76 |
| Functional Trainees | | | | | | | | | |
| With Degree | 85 | 31 | 37 | 21 | 10 | 12 | 7 | 8 | 12 |
| Without Degree | 203 | 117 | 143 | 61 | 12 | 45 | 62 | 28 | 51 |

Analysis:

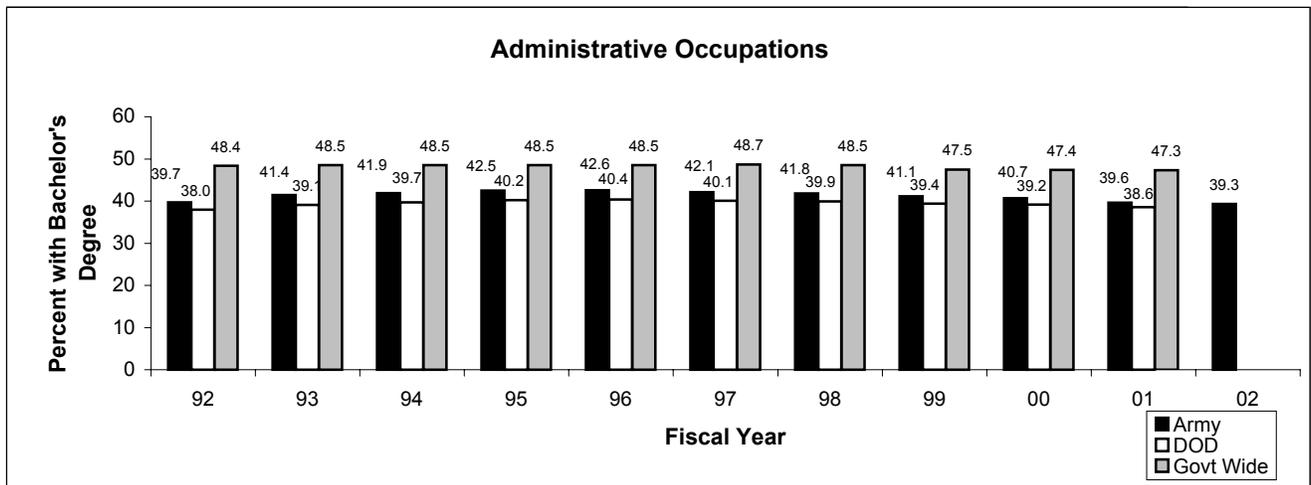
- Data prior to FY94 are not presented because of poor coding in the database.
- In FY02, a hiring freeze was implemented early in the fiscal year due to funding constraints. The education level of new DA interns in FY02 was higher than the prior two years. The education level of local and functional trainees, the "comparison group" for interns, was lower in FY02. Coding errors are believed to exist for all groups. Counts for new local interns and functional trainees were significantly higher due to the implementation of the DA intern hiring freeze.
- In FY94-02 - 73% of DA interns had Bachelor's degrees, compared to 69% of local interns, and 24% of functional trainees.

5-2. Workforce - Education Level by PATCO

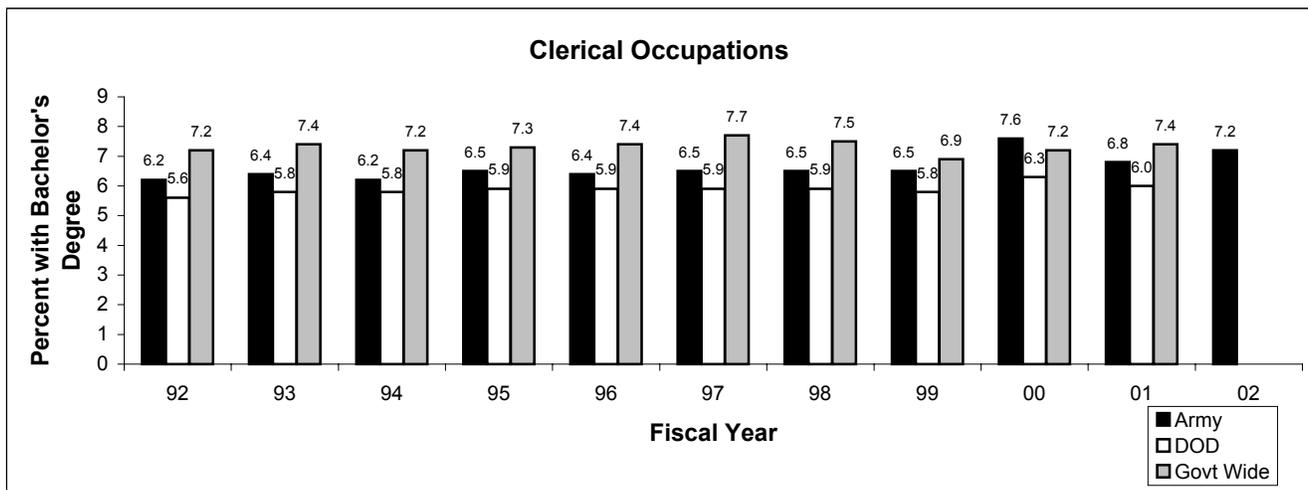
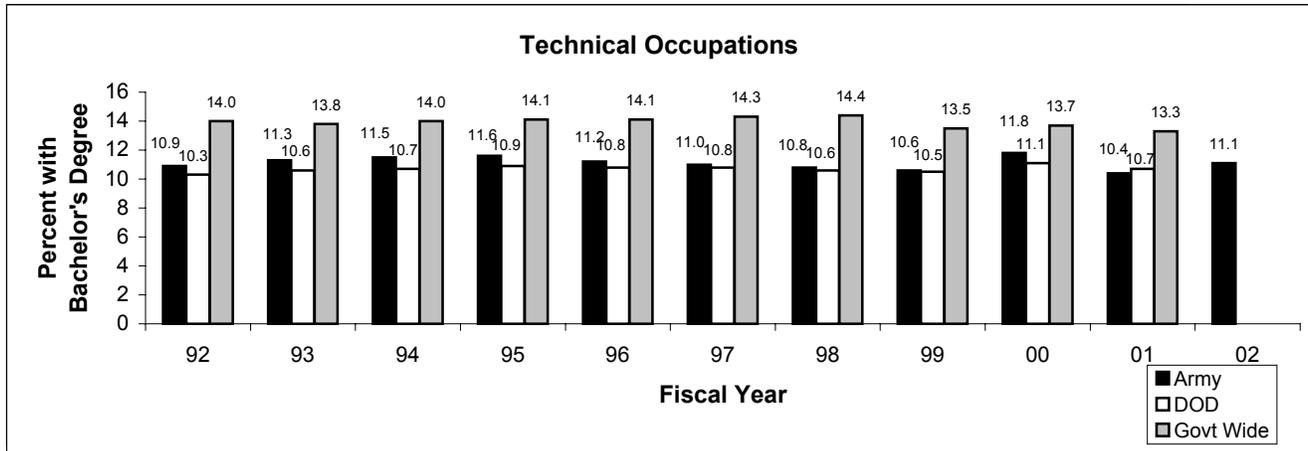
Objective: None Established



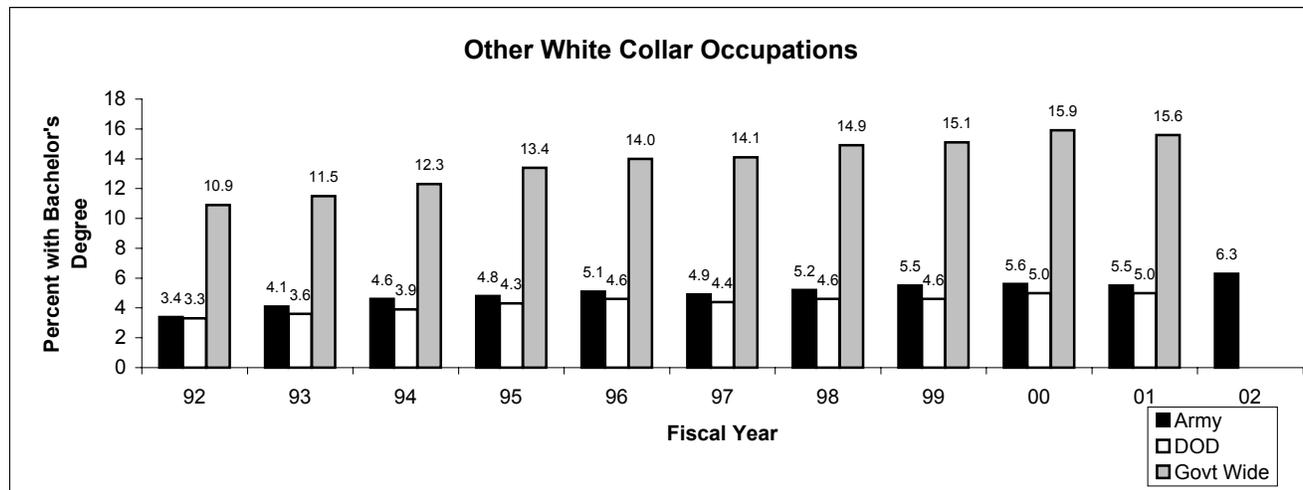
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).



5-2. Workforce - Education Level by PATCO (Cont.)



5-2. Workforce - Education Level by PATCO (Cont.)

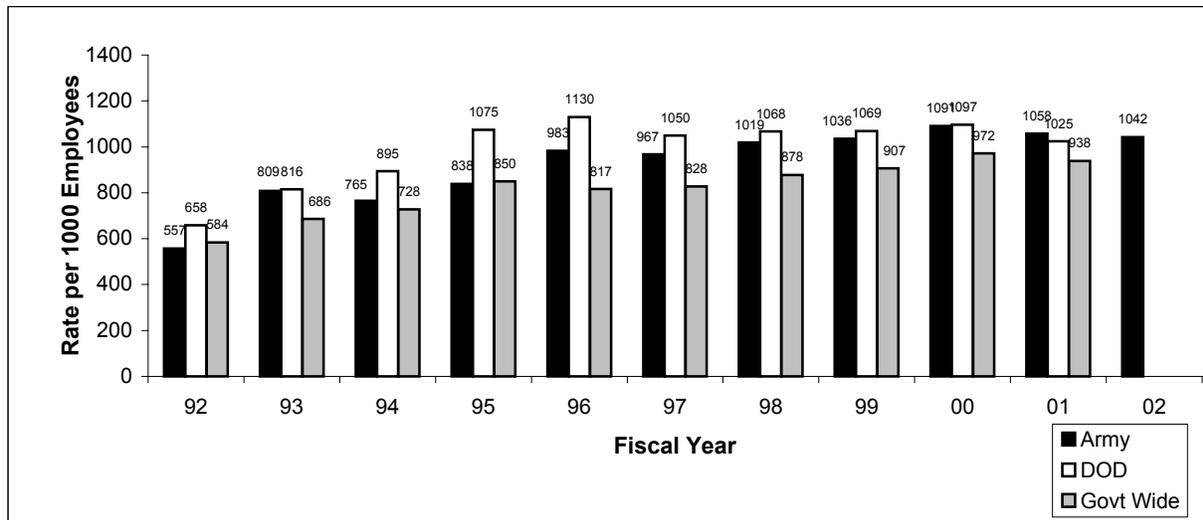


Analysis:

- The data element "Occupational Category" lists two codes in addition to those listed here, i.e., code B (Blue Collar) and code M (Mixed Collar). However, analysis of education level by those occupational categories was not considered relevant.
- For professional occupations, the percent with college degree has been high and stable in Army, DOD and Government-wide. The Army percent has decreased slightly over time (from 85.7% to 84.9%).
- For administrative occupations, the percent with college degree increased slightly over time for DOD (from 38% to 38.6%). The Army percent has declined slightly in recent years, while the Government-wide percent remained relatively flat. However, the Government-wide percent is higher than those of Army and DOD.
- Technical occupations increased in FY00 and 02 with a return to prior year averages in FY01. Clerical also went up in FY00 and 02 and remained higher than normal for FY01. The Government-wide percent is higher than Army, and the Army percent is higher than DOD.
- For other white collar occupations, the percent with college degree has increased slightly over time for Army (from 3.4% to 6.3%), DOD (from 3.3% to 5%), and Government-wide (from 10.9% to 15.6%). The Government-wide percent is higher than those of Army and DOD.
- FY02 DOD and Government-wide data were not available at the time of publication.
- See Appendix, pp. A56-57, for raw data and explanation of terms "Army," "DOD," and "Govt Wide."

5-3. Monetary and Time Off Awards - Rate per 1000 Employees

Objective: None Established



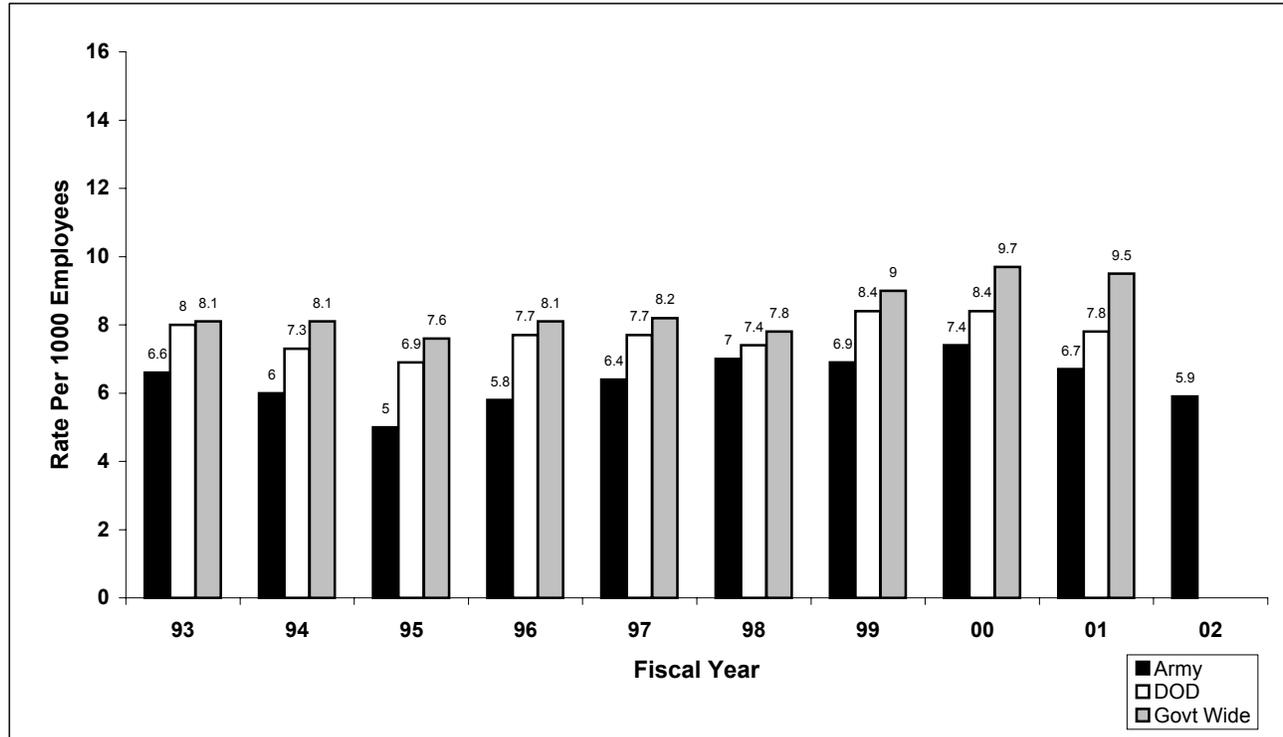
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- OPM's Civilian Personnel Data File (CPDF) does not contain honorary award data. Therefore, only time-off and monetary awards are included in this graph.
- The rate of awards increased from FY96 through FY00. FY01 and FY02 appear to be adjusting down somewhat. Between FY92-00 the rate of awards nearly doubled for Army, but only increased by two thirds for DOD (67%) and Government-Wide (66%).
- From FY96 to FY00, Army's total award rate is higher than the Government-Wide rate but lower than the DOD rate. This pattern exists for both monetary and time off awards. In FY01, the Army total award rate surpassed the DOD rate for the first time and continued to surpass the Government-Wide rate..
- FY02 DOD and Government-Wide data were not available in time for publication.
- See Appendix, pp. A58-59, for raw data, explanation of the Nature of Action (NOA) codes used, description of the terms "Army," "DOD," and "Gov't-Wide," and FY02 MACOM monetary and time-off award data.

5-4. Disciplinary/Adverse Actions - Rate per 1000 Employees

Objective: None Established



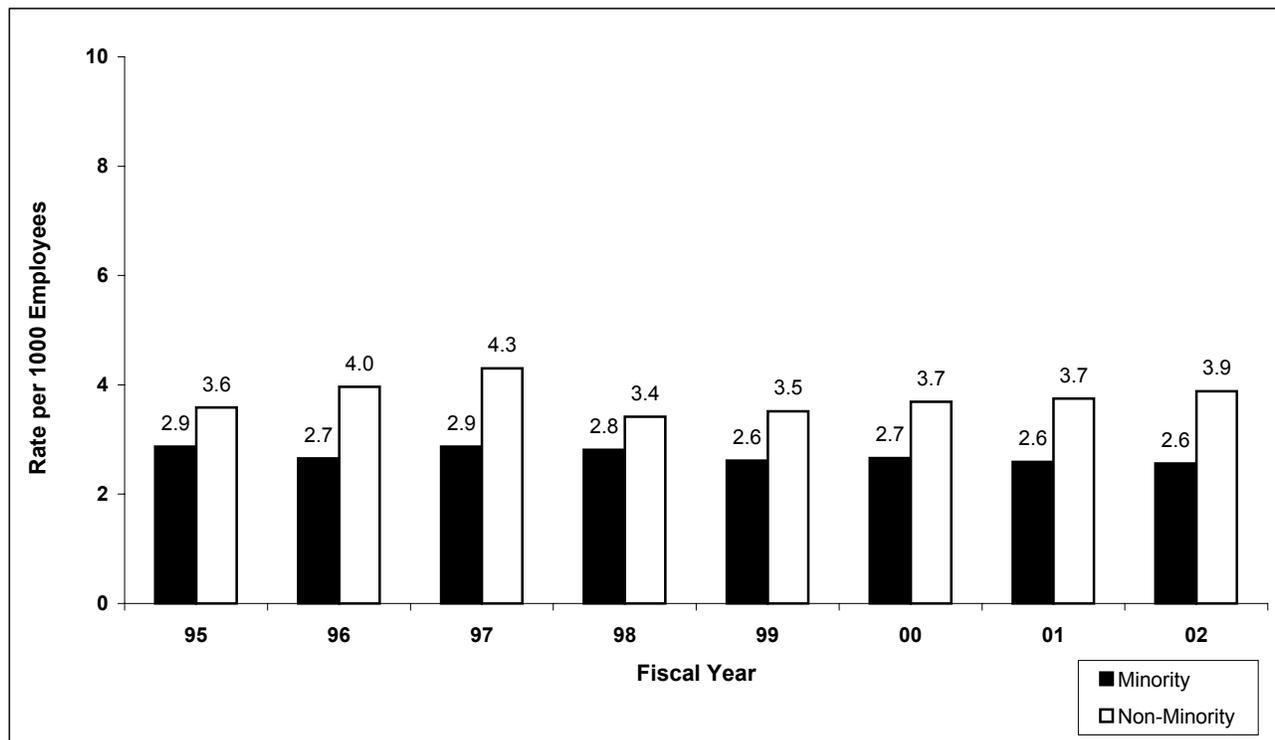
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's rate of disciplinary/adverse actions per 1000 employees was better (i.e., lower) than the DOD and Government-wide rates.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into DCPDS.
- FY02 DOD and Government-wide data were not available at the time of publication.
- See Appendix, pp. A60-62, for raw data, MACOM data, explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Disciplinary/Adverse Actions" and explanation of the terms "Army," "DOD," and "Govt Wide."

5-5. Disciplinary/Adverse Actions by RNO

Objective: None Established



Source: HQDA Workforce Analysis Support System (WASS).

Analysis:

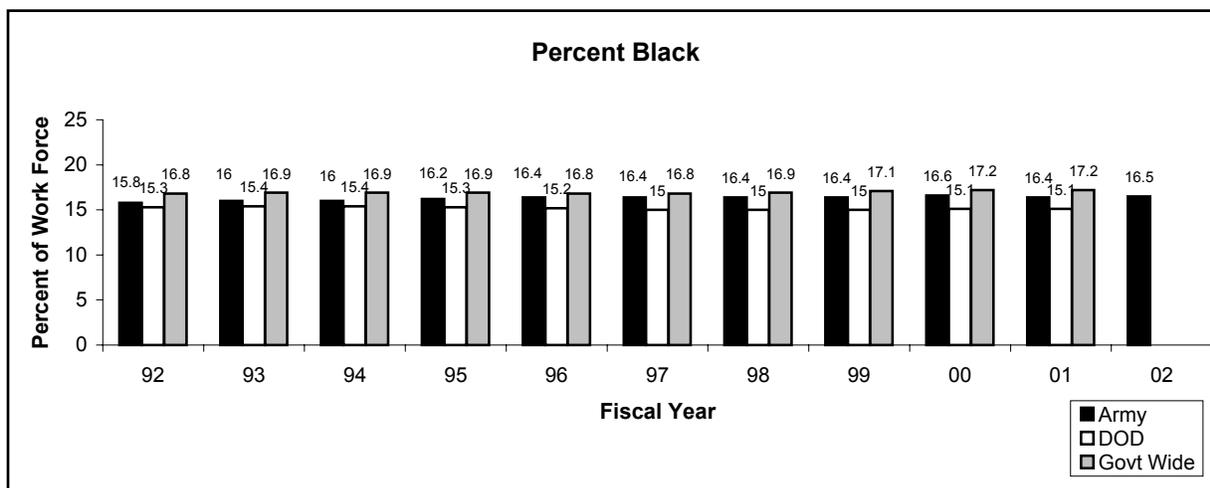
- The rate of disciplinary/adverse actions is lower for Army minority employees than for Army non-minority employees.
- The proportion of actions against Army minority employees is higher than their representation in the workforce. Historically, approximately 40% of the actions are taken against minority employees as compared to their 27% representation in the workforce.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into the DCPDS.
- See Appendix, pp. A63, for raw data and explanation of the Nature of Action (NOA) used to define "Disciplinary/Adverse Actions."



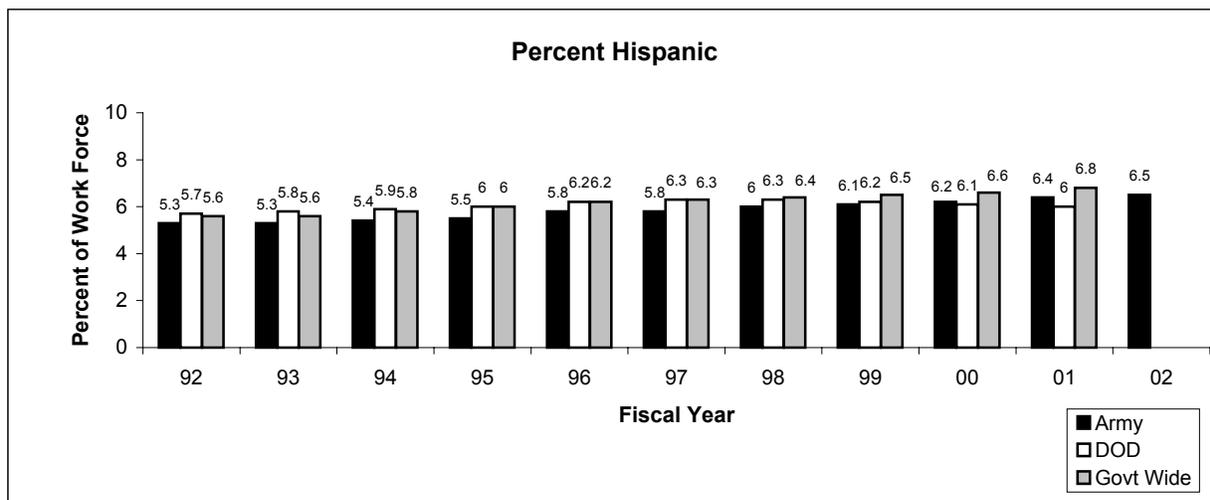
***Work Force
Representation***

6-1. RNO Breakout of Work Force

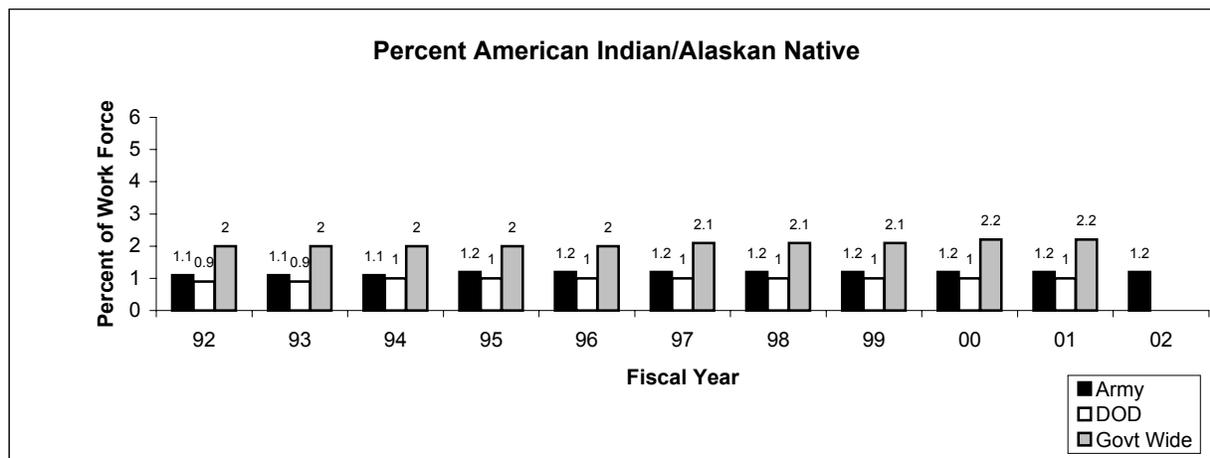
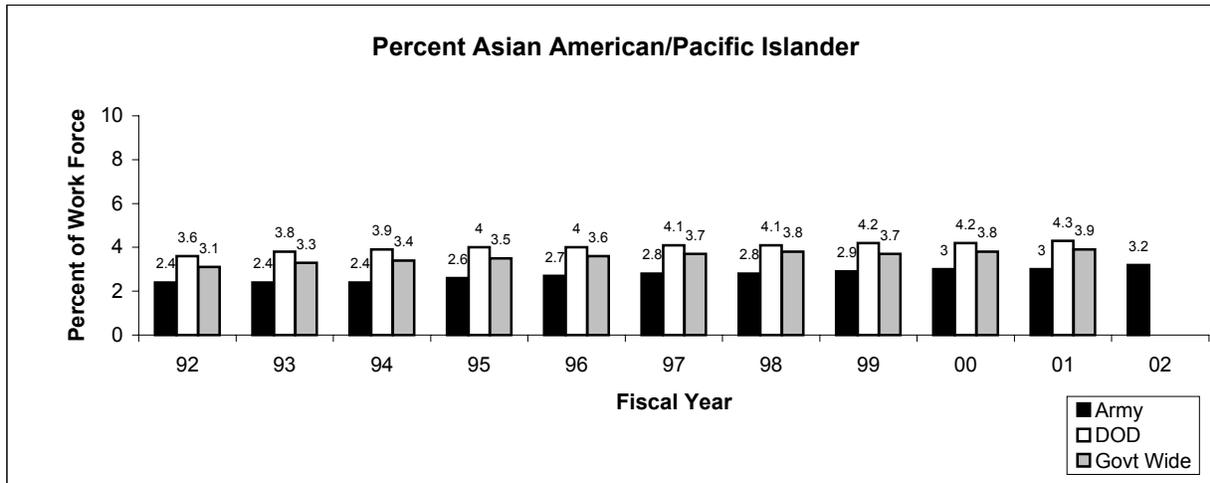
Objective: None Established



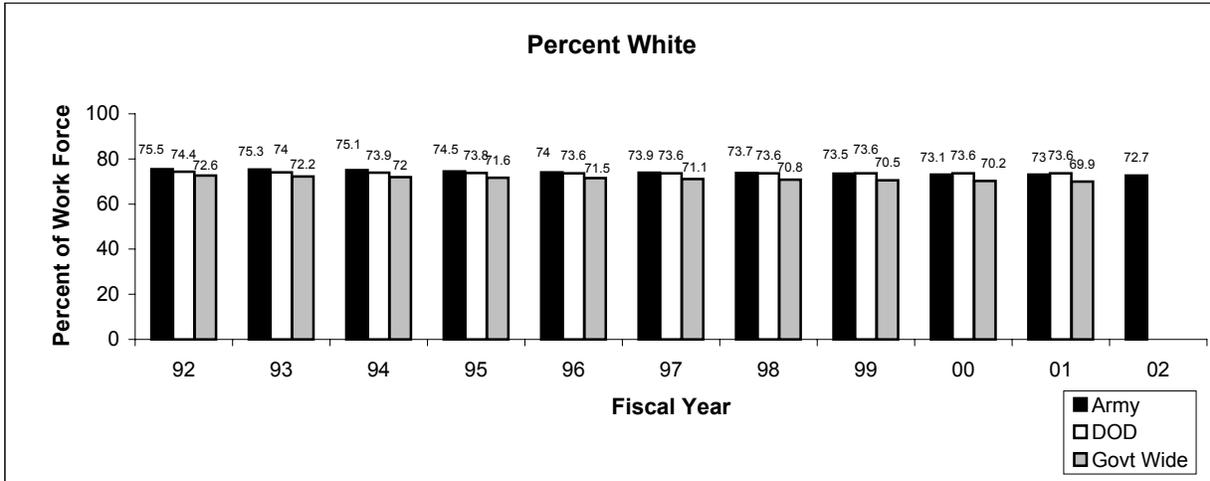
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).



6-1. RNO Breakout of Work Force (Cont.)



6-1. RNO Breakout of Work Force (Cont.)

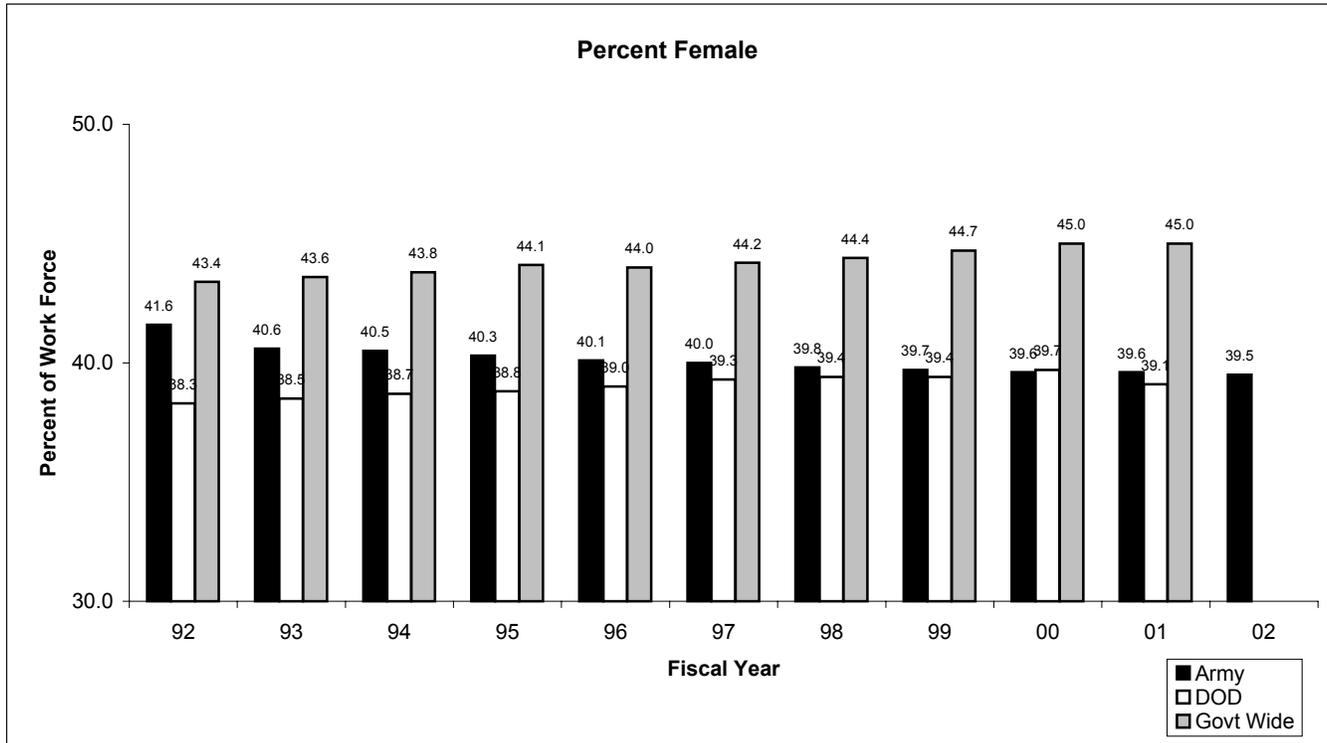


Analysis:

- Downsizing has not had an adverse effect on the percentage of minorities employed by Army. Army's percentage of minorities increased slightly since FY92. The same pattern exists for DOD and the Federal Government.
- Army and DOD are slightly below the Federal Government in percentage of minorities employed.
- The percentages shown are based on employees in RNO codes A - E only.
- FY02 DOD and Government-wide data were not available in time for publication.
- See Appendix, p. A64, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-2. Representation of Women

Objective: None Established



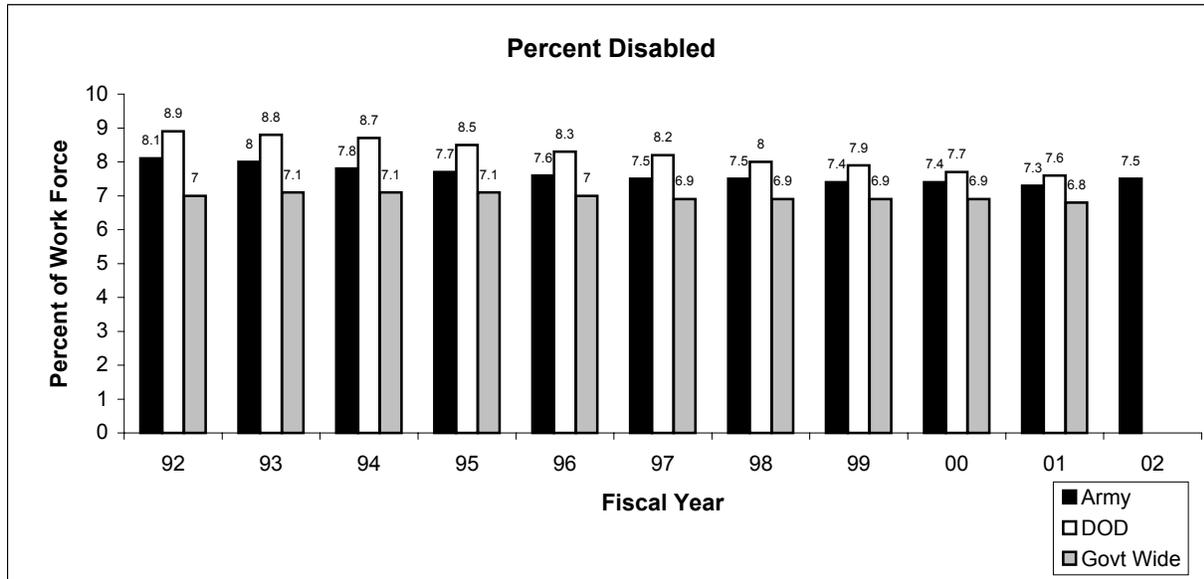
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's percentage of female employees has been slowly declining; the Government-wide percentage have increased slightly.
- Army employed a higher percentage of women than DOD, with the exception of FY00. Both Army and DOD employ a smaller percentage of women than does the Federal Government.
- FY02 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A65, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-3. Representation of Individuals with Disabilities

Objective: None Established



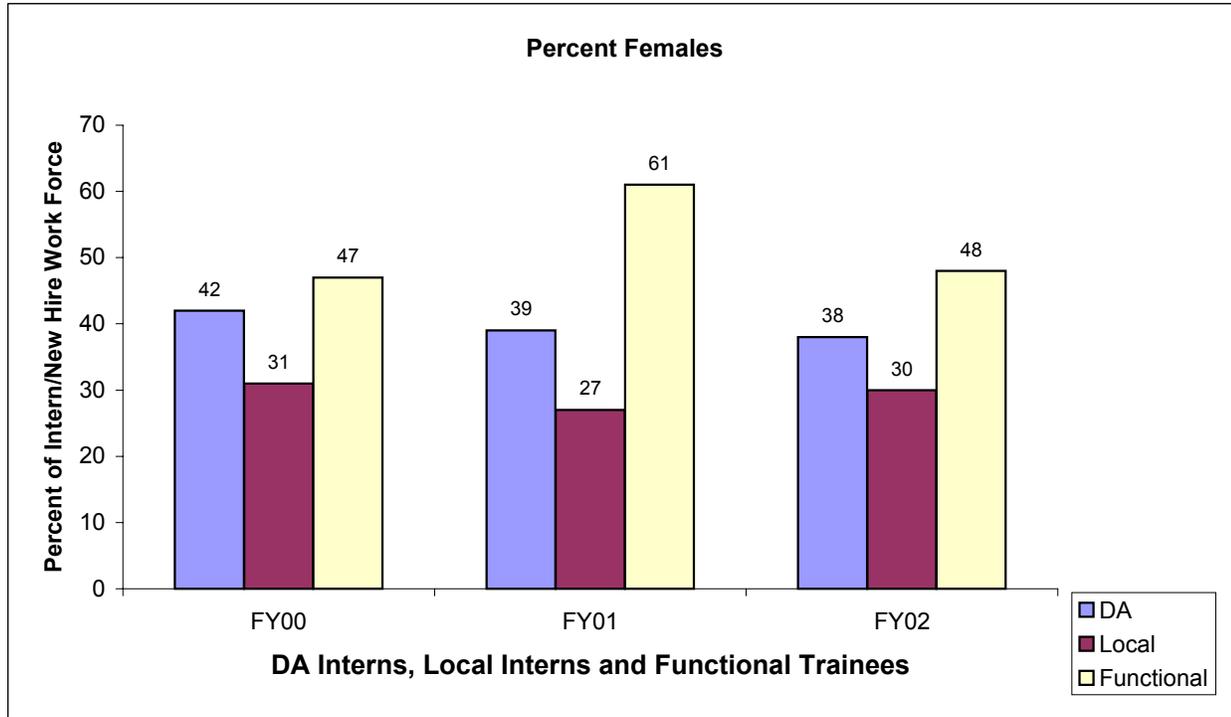
Source: OPM except for FY02 Army data which are from the HQDA Workforce Analysis Support System (WASS).
 (Army's 234-EEO Report was not used for FY02 data because it excludes Reserve Technicians.)

Analysis:

- Army's FY02 percentage of disabled employees is slightly higher than it was in FY99 through FY01. The DOD and Government-wide FY01 percentage is slightly lower than previous FYs.
- Army employs a higher percentage of disabled workers than the Federal Government. Army employs a smaller percentage of the disabled than DOD. However, Army is gaining.
- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.
- FY02 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A66, for raw data and explanation of the terms "Army," "DOD," and "Gov't-wide."

6-4. Representation of Female DA Intern, Local Intern and Functional Trainee New Hires

Objective: None Established



Source: Modern System. Functional trainees include those employees with SPEP code 'J' and also ALL non-intern employees in grades 5, 7, and 9.

Number of Females

| | FY00 | FY01 | FY02 |
|---------------------|-------|-------|-------|
| DA Interns | 99 | 293 | 60 |
| Local Interns | 32 | 28 | 105 |
| Functional Trainees | 2,861 | 3,328 | 5,031 |

Percentage of Females

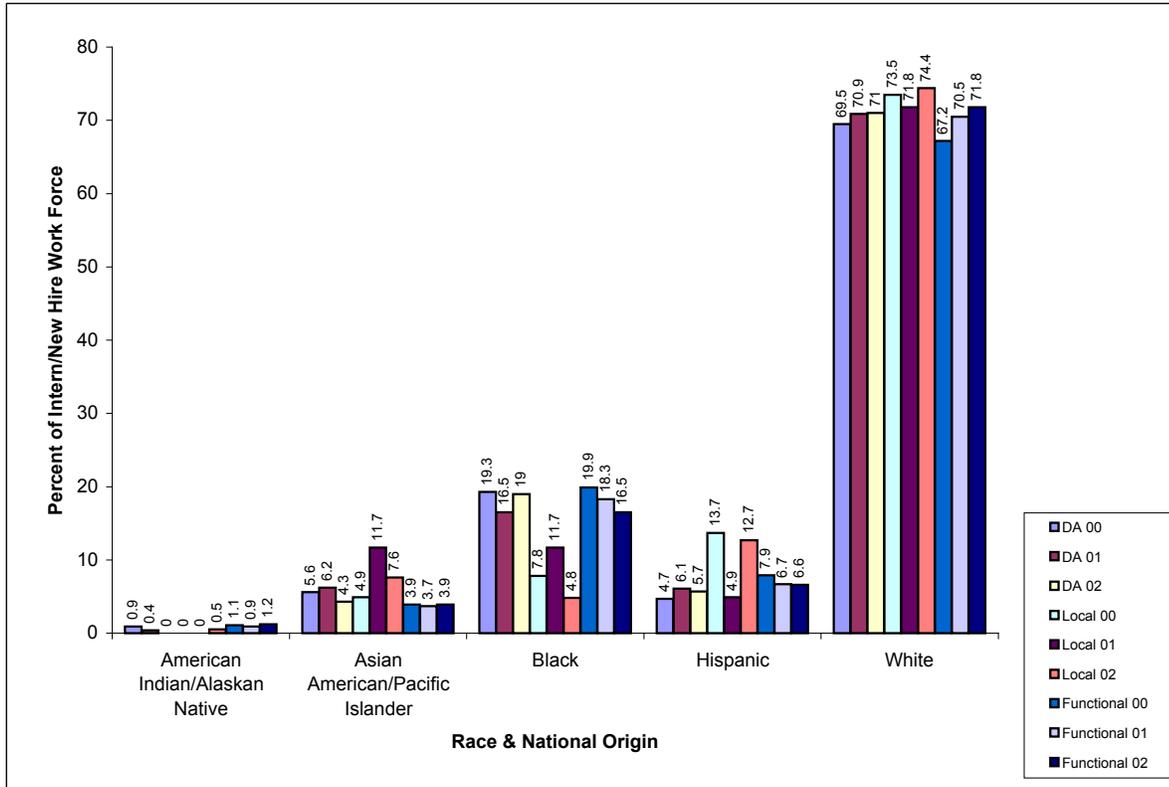
| | FY00 | FY01 | FY02 |
|------------|------|------|------|
| DA | 42 | 39 | 38 |
| Local | 31 | 27 | 30 |
| Functional | 47 | 61 | 48 |

Analysis:

- DA Intern Hiring Freeze, implemented in 2nd quarter FY02 due to unfinanced requirement of \$4M, caused minimal hiring instances.
- Army's DA intern females decreased in FY02 by 1 percentage point.
- Army's Local intern females increased in FY02 by 3 percentage points.
- Army's Functional Trainee females decreased in FY02 by 13 percentage points.

6-5. RNO Breakout of DA Intern, Local Intern and Functional Trainee New Hires

Objective: None Established



Source: Modern System. Functional trainees include those employees with SPEP code 'J' and also ALL non-intern employees in grades 5, 7, and 9.

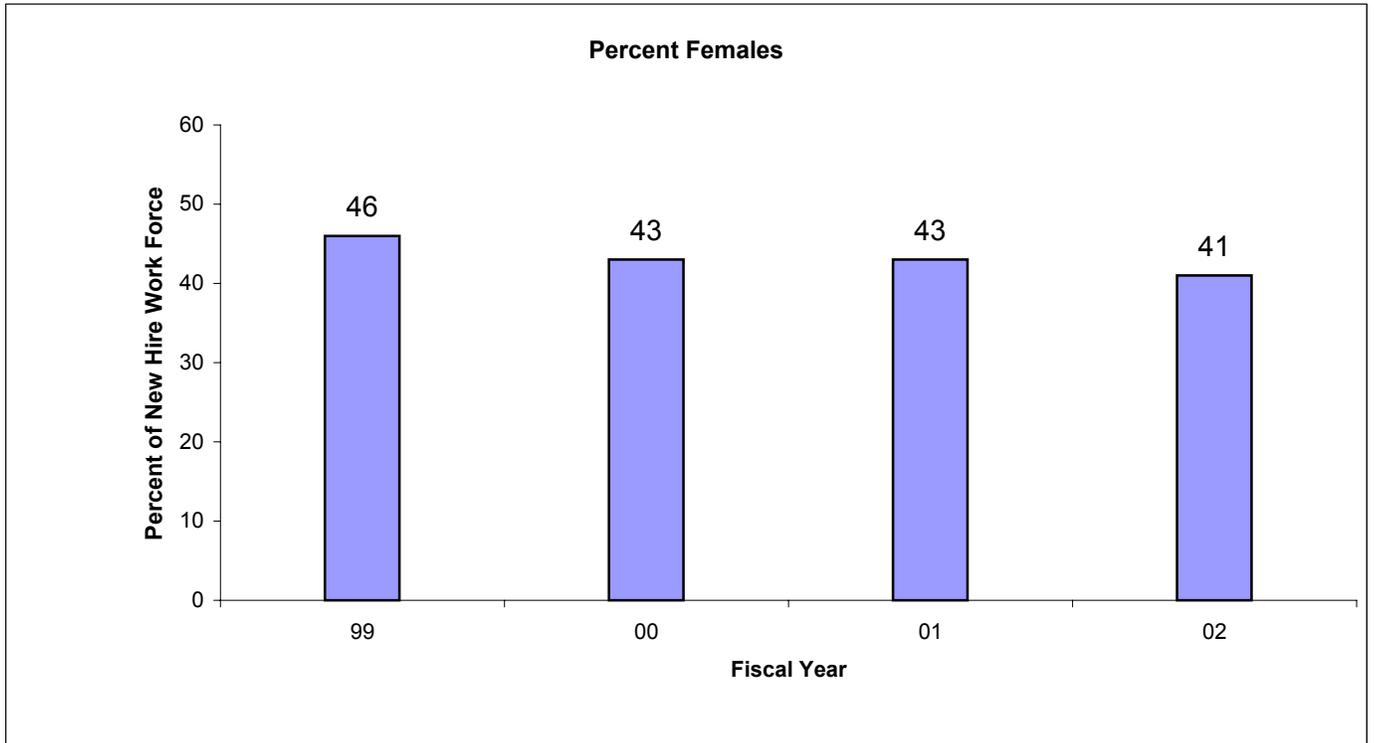
| Race/National Origin | DA Interns 00 | DA Interns 01 | DA Interns 02 | Local Interns 00 | Local Interns 01 | Local Interns 02 | Trainees 00 | Func Trainees 01 | Func Trainees 02 |
|---------------------------------|---------------|---------------|---------------|------------------|------------------|------------------|-------------|------------------|------------------|
| American Indian/Alaskan Native | 3 | 3 | 0 | 0 | 0 | 2 | 57 | 51 | 127 |
| Asian American/Pacific Islander | 13 | 47 | 7 | 5 | 12 | 27 | 239 | 218 | 412 |
| Black | 45 | 125 | 29 | 8 | 12 | 17 | 1,205 | 1,076 | 1,748 |
| Hispanic | 11 | 46 | 9 | 14 | 5 | 45 | 481 | 392 | 698 |
| White | 162 | 537 | 111 | 75 | 74 | 263 | 4,068 | 4,145 | 7,602 |
| Total | 234 | 758 | 156 | 102 | 103 | 354 | 6050 | 5882 | 10587 |

Analysis:

- DA Intern Hiring Freeze, implemented in 2nd quarter FY02 due to unfinanced requirement of \$4M, caused minimal hiring instances.
- Asian American/Pacific Islanders decreased 2 percentage points for DA Interns and 4 percentage points for Local Interns.
- Blacks increased 2.5 percentage points for DA interns.
- Blacks declined almost 7 percentage points for Local Interns and almost 2 percentage points for Functional Trainees.
- Hispanics increased almost 8 percentage points for Local Interns.

6-6. Representation of New Hire Females

Objective: None Established



Source: OPM except for FY02 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

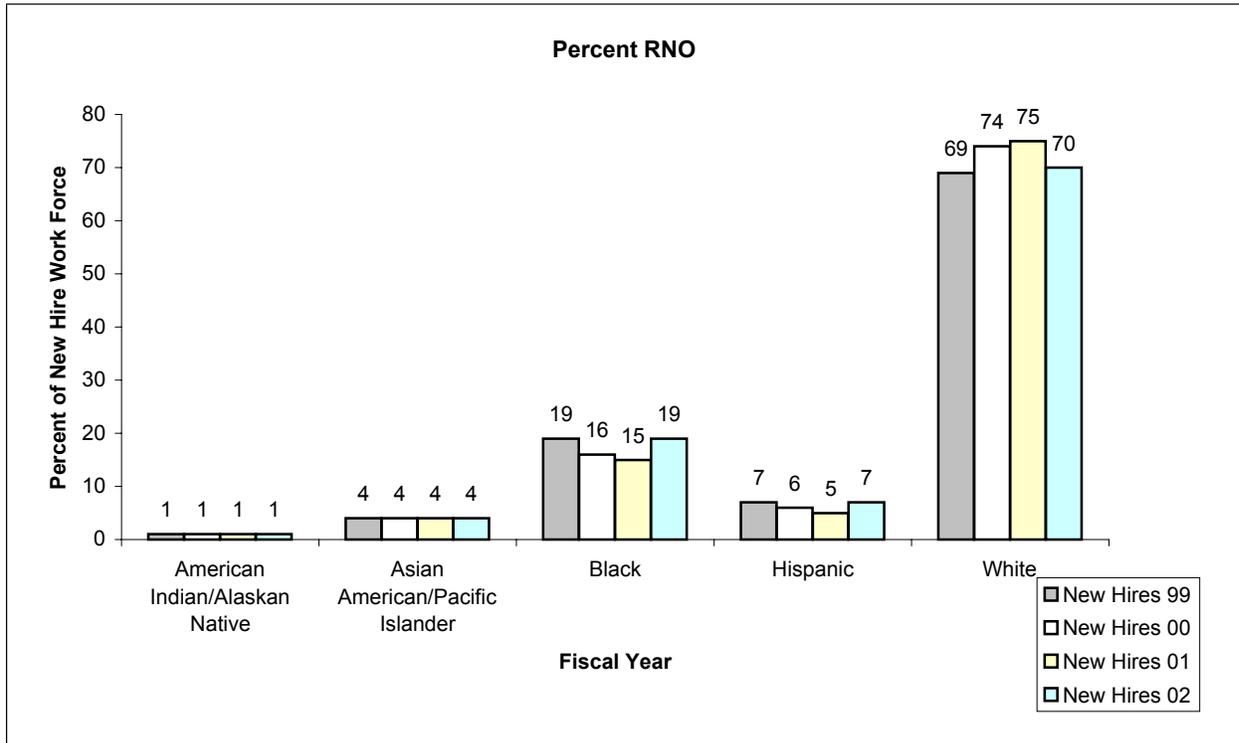
| Fiscal Year | 99 | 00 | 01 | 02 |
|-------------|--------|--------|--------|--------|
| Female | 9,104 | 9,219 | 9,782 | 10,010 |
| Male | 10,696 | 12,163 | 12,945 | 14,513 |
| Total | 19,800 | 21,382 | 22,727 | 24,523 |

Analysis:

- Army's percentage of FY02 female hires (41%) was the lower than FY01, and higher than the percentage of females in the workforce (39.5%).

6-7. RNO Breakout of New Hires

Objective: None Established



Source: OPM except for FY02 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

| Fiscal Year | 99 | 00 | 01 | 02 |
|---------------------------------|--------|--------|--------|--------|
| American Indian/Alaskan Native | 173 | 183 | 181 | 241 |
| Asian American/Pacific Islander | 662 | 725 | 815 | 870 |
| Black | 3,227 | 3,259 | 3,401 | 4,445 |
| Hispanic | 1,163 | 1,153 | 1,113 | 1,588 |
| White | 11,731 | 15,063 | 16,587 | 16,344 |
| Total | 16,956 | 20,383 | 22,097 | 23,488 |

Analysis:

- Army's percentage of minority hiring in FY02 increased as the minority representation in the workforce increased.

Appendix

1-3

Servicing Ratio: Operating and Staff-Level Personnelists to Work Force

Army, DOD and Government-Wide Breakouts by Fiscal Year

| Category | Fiscal Year | | | | | | | | | |
|----------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
| Army | | | | | | | | | | |
| Personnelists | 4,995 | 4,616 | 4,239 | 3,768 | 3,498 | 3,414 | 3,219 | 3,035 | 3,010 | 2,972 |
| Other | 255,299 | 243,255 | 235,502 | 224,688 | 213,765 | 204,237 | 197,616 | 195,299 | 193,527 | 196,000 |
| Total Work Force | 260,294 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,537 | 198,972 |
| Servicing Ratio | 1:52 | 1:54 | 1:57 | 1:61 | 1:62 | 1:61 | 1:62 | 1:65 | 1:65 | 1:67 |
| DOD | | | | | | | | | | |
| Personnelists | 14,544 | 13,901 | 12,998 | 11,806 | 10,781 | 10,349 | 10,101 | 9,781 | 9,914 | NA |
| Other | 835,922 | 798,790 | 754,329 | 720,881 | 680,420 | 653,038 | 627,873 | 614,976 | 603,009 | NA |
| Total Work Force | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | NA |
| Servicing Ratio | 1:58 | 1:58 | 1:59 | 1:62 | 1:64 | 1:64 | 1:63 | 1:64 | 1:62 | NA |
| Federal Gov't | | | | | | | | | | |
| Personnelists | 36,204 | 34,293 | 31,666 | 29,592 | 27,931 | 27,159 | 27,093 | 26,941 | 27,479 | NA |
| Other | 2,083,912 | 2,015,879 | 1,936,085 | 1,867,475 | 1,808,121 | 1,783,182 | 1,745,240 | 1,735,618 | 1,745,054 | NA |
| Total Work Force | 2,123,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | NA |
| Servicing Ratio | 1:59 | 1:60 | 1:62 | 1:64 | 1:66 | 1:67 | 1:65 | 1:65 | 1:65 | NA |

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by the inclusion of DOD data. DOD data will be influenced by inclusion of Army data.

**1-5
Civilian Strength**

MACOM Data for FY02

| Cmd Code | Command * | Military Function | | | Civil Function | AF Total | NAF | Grand Total |
|------------------|--------------------|-------------------|---------------|----------------|----------------|----------------|---------------|----------------|
| | | Direct Hire | Indirect Hire | Total | | | | |
| AE | ACQ EXEC SPT AGCY | 2,285 | | 2,285 | | 2,285 | | 2,285 |
| AS | INSCOM | 2,171 | 98 | 2,269 | | 2,269 | 90 | 2,359 |
| AT | OPER TEST & EVAL | 4,955 | | 4,955 | | 4,955 | 343 | 5,298 |
| AU | AAA | 618 | | 618 | | 618 | | 618 |
| CB | CIDC | 463 | 30 | 493 | | 493 | | 493 |
| CE | USACE | 9,784 | 259 | 10,043 | 24,468 | 34,511 | | 34,511 |
| E1 | USAREUR | 7,165 | 10,681 | 17,846 | | 17,846 | 3,478 | 21,324 |
| FC | FORSCOM** | 16,041 | 876 | 16,917 | | 16,917 | 6,516 | 23,433 |
| GB | NGB (Title 5 & 32) | 23,827 | | 23,827 | | 23,827 | | 23,827 |
| HR | RESERVE CMD | 9,758 | | 9,758 | | 9,758 | | 9,758 |
| MA | MIL ACADEMY | 2,042 | | 2,042 | | 2,042 | 955 | 2,997 |
| MC | MEDCOM*** | 26,946 | 923 | 27,869 | | 27,869 | 507 | 28,376 |
| MT | MTMC | 1,581 | 227 | 1,808 | | 1,808 | | 1,808 |
| MW | MDW | 2,503 | | 2,503 | 18 | 2,521 | 1,557 | 4,078 |
| P1 | USARPAC | 3,420 | 2,658 | 6,078 | | 6,078 | 1,456 | 7,534 |
| P8 | 8TH ARMY/KOREA | 7,082 | 2,176 | 9,258 | | 9,258 | 300 | 9,558 |
| RC | USAREC | 1,208 | | 1,208 | | 1,208 | | 1,208 |
| SC | SPACE & STRAT DEF | 1,175 | | 1,175 | | 1,175 | | 1,175 |
| SP | USASOC | 1,405 | 4 | 1,409 | | 1,409 | | 1,409 |
| SU | USARSO | 1,021 | | 1,021 | | 1,021 | 293 | 1,314 |
| TC | TRADOC | 19,617 | 2 | 19,619 | | 19,619 | 6,436 | 26,055 |
| X1 | AMC | 50,277 | 79 | 50,356 | | 50,356 | 1,950 | 52,306 |
| | HQDA**** | 10,024 | 69 | 10,093 | | 10,093 | 2,072 | 12,165 |
| ARMY WIDE | | 205,368 | 18,082 | 223,450 | 24,486 | 247,936 | 25,953 | 273,889 |

* Commands with Joint resource allocations include codes J1 (NATO/SHAPE) and JA (Joint Activities). Resource allocations for J1 and JA are disbursed across the commands.

** Includes command code CZ (Information Systems Command) and FS (US Army Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

2-1 Customer Satisfaction

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The personnel office keeps me informed about the status of personnel actions * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The staff who provide personnel services have a good understanding of my work unit's operation and mission * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office refers a reasonable number of candidates for vacancies* | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office refers candidates for vacancies in a reasonable amount of time * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1006 | 11% |
| 3460 | 39% |
| 1314 | 15% |
| 1905 | 22% |
| 1139 | 13% |
| | |
| 8824 | 100% |
| | |
| | |
| 1005 | 11% |
| 2950 | 34% |
| 1656 | 19% |
| 2086 | 24% |
| 1102 | 13% |
| | |
| 8799 | 100% |
| | |
| | |
| 846 | 10% |
| 3821 | 46% |
| 1769 | 21% |
| 1227 | 15% |
| 633 | 8% |
| | |
| 8296 | 99% |
| | |
| | |
| 616 | 7% |
| 2755 | 33% |
| 1565 | 19% |
| 2062 | 25% |
| 1371 | 16% |
| | |
| 8369 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The personnel office refers high quality candidates for vacancies * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| The personnel office treats people courteously | | |
| strongly agree | 7717 | 18% |
| agree | 22337 | 53% |
| neither agree nor disagree | 7851 | 18% |
| disagree | 3149 | 7% |
| strongly disagree | 1392 | 3% |
| totals | 42446 | 100% |
| The personnel office keeps people informed about important changes in personnel rules and benefits | | |
| strongly agree | 6082 | 14% |
| agree | 21155 | 48% |
| neither agree nor disagree | 7643 | 17% |
| disagree | 6392 | 15% |
| strongly disagree | 2802 | 6% |
| totals | 44074 | 100% |
| I have no problems finding or getting access to the appropriate personnel office staff member to get the information or service I need | | |
| strongly agree | 5223 | 12% |
| agree | 16307 | 38% |
| neither agree nor disagree | 8879 | 21% |
| disagree | 8835 | 20% |
| strongly disagree | 3981 | 9% |
| totals | 43225 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 484 | 6% |
| 2719 | 32% |
| 2588 | 31% |
| 1759 | 21% |
| 818 | 10% |
| | |
| 8368 | 100% |
| | |
| 2068 | 24% |
| 4611 | 52% |
| 1327 | 15% |
| 535 | 6% |
| 247 | 3% |
| | |
| 8788 | 100% |
| | |
| 1414 | 16% |
| 3994 | 45% |
| 1558 | 18% |
| 1298 | 15% |
| 608 | 7% |
| | |
| 8872 | 100% |
| | |
| 1334 | 15% |
| 3154 | 36% |
| 1539 | 17% |
| 1818 | 21% |
| 1016 | 11% |
| | |
| 8861 | 100% |

2-1 (Cont.) Customer Satisfaction

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| The staff of the personnel office acts with integrity | | |
| strongly agree | 6439 | 16% |
| agree | 18469 | 45% |
| neither agree nor disagree | 11609 | 28% |
| disagree | 2865 | 7% |
| strongly disagree | 1811 | 4% |
| totals | 41193 | 100% |
| If my supervisor can't help me with an employment matter, I can get information or help from the personnel office * | | |
| strongly agree | 5741 | 13% |
| agree | 20035 | 47% |
| neither agree nor disagree | 8772 | 21% |
| disagree | 5550 | 13% |
| strongly disagree | 2642 | 6% |
| totals | 42740 | 100% |
| Rate the overall quality and timeliness of service on: | | |
| .. processing personnel and pay actions (e.g., promotions, within-grade increases, tax withholding, benefits) | | |
| very good | 7911 | 19% |
| good | 19185 | 46% |
| fair | 7911 | 19% |
| poor | 4563 | 11% |
| very poor | 2585 | 6% |
| totals | 42155 | 100% |
| .. recruitment * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1955 | 23% |
| 4109 | 47% |
| 1845 | 21% |
| 466 | 5% |
| 288 | 3% |
| 8663 | 100% |
| NA | NA |
| 8748 | 100% |
| 698 | 8% |
| 2608 | 32% |
| 2096 | 25% |
| 1864 | 23% |
| 990 | 12% |
| 8256 | 100% |

2-1 (Cont.) Customer Satisfaction

| Question | Employee Results | |
|------------------------------------|------------------|---------|
| | Count | Percent |
| .. job and promotion information * | | |
| very good | 4212 | 10% |
| good | 15387 | 37% |
| fair | 10996 | 27% |
| poor | 6687 | 16% |
| very poor | 3805 | 9% |
| | | |
| totals | 41087 | 100% |
| .. job classification * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| .. advising on reorganizations * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |
| .. handling reduction-in-force * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| | | |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| NA | NA |
| | |
| NA | NA |
| | |
| 635 | 8% |
| 2444 | 31% |
| 2318 | 29% |
| 1629 | 20% |
| 924 | 12% |
| | |
| 7950 | 100% |
| | |
| | |
| 568 | 8% |
| 1889 | 28% |
| 2493 | 37% |
| 1214 | 18% |
| 655 | 10% |
| | |
| 6819 | 100% |
| | |
| | |
| 589 | 11% |
| 1631 | 30% |
| 2304 | 42% |
| 577 | 11% |
| 323 | 6% |
| | |
| 5424 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| .. planning and projecting human resource needs * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| .. counseling employees on issues such as benefits (e.g., health, retirement), leave, hours of work, and worker's compensation | | |
| very good | 4318 | 11% |
| good | 13950 | 36% |
| fair | 11003 | 28% |
| poor | 6279 | 16% |
| very poor | 3201 | 8% |
| totals | 38751 | 100% |
| .. discipline, complaints, and performance management * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| .. discipline, complaints, and performance appraisal * | | |
| very good | 4287 | 12% |
| good | 15499 | 43% |
| fair | 10988 | 31% |
| poor | 3369 | 9% |
| very poor | 1809 | 5% |
| totals | 35952 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 432 | 7% |
| 1576 | 24% |
| 2568 | 39% |
| 1308 | 20% |
| 750 | 11% |
| | |
| 6634 | 100% |
| | |
| | |
| 950 | 11% |
| 3006 | 36% |
| 2019 | 24% |
| 1528 | 18% |
| 867 | 10% |
| | |
| 8370 | 100% |
| | |
| | |
| 978 | 12% |
| 2973 | 38% |
| 2407 | 30% |
| 1036 | 13% |
| 524 | 7% |
| | |
| 7918 | 100% |
| | |
| | |
| NA | NA |
| | |
| NA | NA |

2-1 (Cont.) Customer Satisfaction

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| .. training | | |
| very good | 4056 | 10% |
| good | 14675 | 37% |
| fair | 11763 | 30% |
| poor | 5814 | 15% |
| very poor | 3087 | 8% |
| totals | 39395 | 100% |
| .. awards * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| .. labor relations * | | |
| very good | NA | NA |
| good | NA | NA |
| fair | NA | NA |
| poor | NA | NA |
| very poor | NA | NA |
| totals | NA | NA |
| Overall, the quality of service given by the personnel office is: | | |
| very good | 4950 | 12% |
| good | 19066 | 45% |
| fair | 11034 | 26% |
| poor | 5377 | 13% |
| very poor | 2362 | 6% |
| totals | 42789 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 842 | 10% |
| 3358 | 40% |
| 2333 | 28% |
| 1194 | 14% |
| 587 | 7% |
| 8314 | 100% |
| 900 | 11% |
| 3558 | 42% |
| 2401 | 29% |
| 1016 | 12% |
| 505 | 6% |
| 8380 | 100% |
| 932 | 13% |
| 2945 | 40% |
| 2440 | 33% |
| 717 | 10% |
| 405 | 5% |
| 7439 | 100% |
| 943 | 11% |
| 3574 | 41% |
| 2192 | 25% |
| 1475 | 17% |
| 570 | 7% |
| 8754 | 100% |

| | | |
|--|-------|-----|
| Overall, the timeliness of service given by the personnel office is: | | |
| very good | 4518 | 11% |
| good | 17425 | 41% |
| fair | 11352 | 27% |
| poor | 5997 | 14% |
| very poor | 3068 | 7% |
| totals | 42360 | 99% |

| | |
|------|------|
| | |
| 802 | 9% |
| 3047 | 35% |
| 2135 | 24% |
| 1868 | 21% |
| 898 | 10% |
| 8750 | 100% |

**2-1 (Cont.)
Customer Satisfaction**

| Question | Employee Results | |
|-----------------------------------|------------------|---------|
| | Count | Percent |
| Composite - Customer Satisfaction | | |
| strongly agree/very good | 65454 | 13% |
| agree/good | 213490 | 43% |
| neither agree nor disagree/fair | 119801 | 24% |
| disagree/poor | 64877 | 13% |
| strongly disagree/very poor | 32545 | 7% |
| | | |
| totals | 496167 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 20795 | 12% |
| 65012 | 38% |
| 42286 | 25% |
| 27884 | 16% |
| 14869 | 9% |
| | |
| 170846 | 100% |

* Item not included in both supervisor or employee survey.

**2-1 (Cont.)
Customer Satisfaction**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 55% |
| FORSCOM | | 59% |
| MEDCOM | | 55% |
| TRADOC | | 62% |
| USACE | | 55% |
| USAREUR | | 51% |
| OTHER | | 55% |
| | | |
| TOTAL ARMY | | 56% |

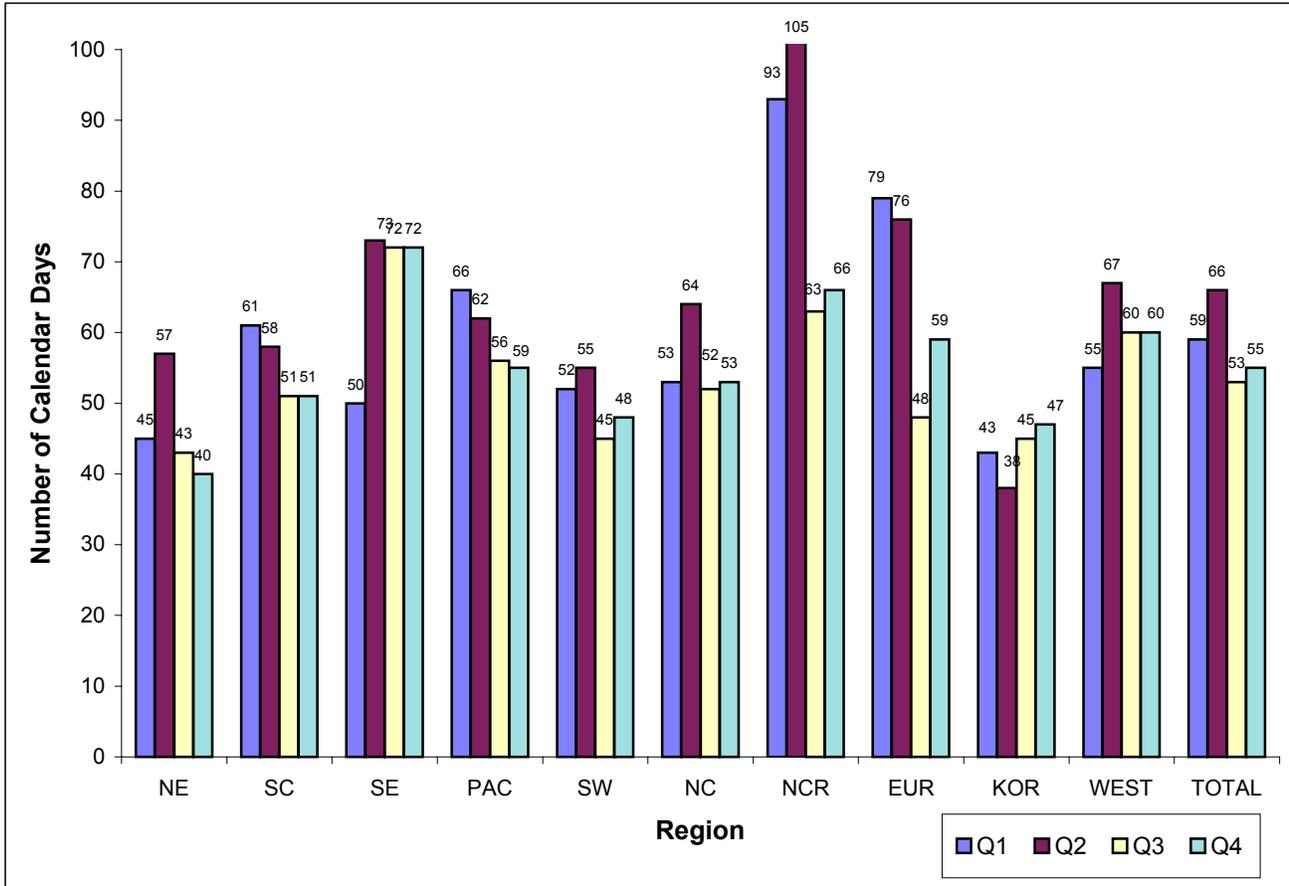
| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 52% |
| | 56% |
| | 47% |
| | 57% |
| | 46% |
| | 45% |
| | 47% |
| | |
| | 50% |

Region Breakout

| REGION | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| Europe | | 50% |
| Korea | | 43% |
| NC | | 60% |
| NCR | | 45% |
| NE | | 60% |
| Pacific | | 52% |
| SC | | 57% |
| SE | | 57% |
| SW | | 56% |
| West | | 53% |
| | | |
| TOTAL ARMY | | 56% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 43% |
| | 42% |
| | 55% |
| | 35% |
| | 54% |
| | 42% |
| | 51% |
| | 50% |
| | 51% |
| | 49% |
| | |
| | 50% |

2-3
Average Number of Calendar Days to Fill Positions
(From Receipt in Personnel to Date Offer Accepted)



2-4

FY02 Staffing - Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|-----------------------------------|---------------------------|---------------------------|-------------------|
| USAREUR CPOC, Seckenheim, Germany | 100 | 67 | 67% |
| CPOC TOTALS | 100 | 67 | 67% |

2-5
FY02 Management and Employee Relations
Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|---------------------|--------------------|--------------------|------------|
| Grafenwohr, Germany | 46 | 45 | 98% |
| Hanau, Germany | 50 | 48 | 96% |
| Heidelberg, Germany | 50 | 43 | 86% |
| Stuttgart, Germany | 37 | 29 | 78% |
| Vicenza, Italy | 34 | 31 | 91% |
| Wuerzburg, Germany | 49 | 48 | 98% |
| TOTAL | 266 | 244 | 92% |

2-6

HQ ACPERS Data Quality - OPM's CPDF Data Quality Composite

Army Score on Individual Items - by Fiscal Year

| | OPM Standard | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|--|-----------------|----|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Status File | | | | | | | | | | | | | | | |
| 1. Days to Submit | 30 | 30 | 18 | 35 | 35 | 22 | 25 | 32 | 16 | 21 | 36 | 50 | 26 | 31 | 28 |
| 2. Percent of records with valid data in critical fields | 97 | 99 | 99 | 97 | 98 | 98 | 97 | 98 | 98 | 98 | 98 | 98 | 98 | 98 | 99 |
| 3. Number of data elements valid on 99% of status records | 43,48,49,50,51* | 39 | 41 | 41 | 45 | 48 | 47 | 48 | 48 | 50 | 50 | 50 | 50 | 48 | 48 |
| 4. Percent of status records without errors | 95 | 86 | 90 | 76 | 88 | 94 | 95 | 95 | 97 | 97 | 98 | 74 | 98 | 97 | 97 |
| 5. Percent status records compared to records reported on SF113A | 96 | 99 | 99 | 99 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Dynamics File | | | | | | | | | | | | | | | |
| 1. Percent of records timely | 90 | 46 | 50 | 52 | 80 | 90 | 58 | 53 | 55 | 79 | 81 | 81 | 88 | 85 | 84 |
| 2. Percent of records without errors | 95 | 12 | 90 | 79 | 83 | 91 | 83 | 90 | 93 | 92 | 89 | 88 | 89 | 80 | 83 |

* Increased from 43 to 48 data elements in September 1991; to 49 in September 1993; to 50 in December 1996; 51 in June 1997; 50 in December 2000.

** Standard changed to 50 in December 2000 when one data element, staffing differential, was dropped.

Analysis:

Army's FY02 performance against the seven individual items making up the composite:

Status File (snapshot record of each employee on a specific date)

1. Days to Submit: Army met the standard.
2. Percent of Records with Valid Data in the Most Used Fields: Army met the standard.
3. Number of Data Elements Valid on 99% of Records: Army did not meet the standard. Currently, there are data elements where OPM wants accuracy of at least 99%. Army met the standard on 48 of the 50 data elements.
4. Percent of Records Without Errors: Army met the standard.
5. Percent CPDF Record Count Compared to SF-113A Count: Army met the standard.

Dynamics File (copies of each personnel action taken (e.g., hires, promotions, separations) during a three month period)

1. Percent of Records Timely: Army did not meet the standard.
2. Percent of Records Without Errors: Army did not meet the standard.

2-9
CPAC Workforce Effectiveness
(Installation Status Report)
Performance Measures

| | Time in CPAC | | | Mgt Time | | | Total Time | | | Sup Assmt | | |
|-------------------|--------------|----------|---------|----------|----------|----------|------------|---------|----------|-----------|----------|--------|
| | % Green | % Amber | % Red | % Green | % Amber | % Red | % Green | % Amber | % Red | % Green | % Amber | % Red |
| USACE | 39% (11) | 35% (10) | 25% (7) | 46% (13) | 29% (8) | 25% (7) | 61% (17) | 11% (3) | 29% (8) | 100% (29) | 0% (0) | 0% (0) |
| USARPAC | 100% (3) | 0% (0) | 0% (0) | 33% (1) | 33% (1) | 33% (1) | 33% (1) | 67% (2) | 0% (0) | 67% (2) | 33% (0) | 0% (0) |
| AMC | 63% (12) | 32% (6) | 5% (1) | 58% (11) | 26% (5) | 16% (3) | 74% (14) | 16% (3) | 11% (2) | 86% (18) | 14% (3) | 0% (0) |
| ATEC | 25% (1) | 25% (1) | 50% (2) | 50% (2) | 0% (0) | 50% (2) | 25% (1) | 25% (1) | 50% (2) | 100% (4) | 0% (0) | 0% (0) |
| TRADOC | 40% (6) | 53% (8) | 7% (1) | 53% (8) | 40% (6) | 7% (1) | 67% (10) | 13% (2) | 20% (3) | 100% (15) | 0% (0) | 0% (0) |
| FORSCOM | 71% (10) | 21% (3) | 7% (1) | 57% (8) | 29% (4) | 14% (2) | 64% (9) | 7% (1) | 29% (4) | 79% (11) | 21% (3) | 0% (0) |
| MDW | 33% (1) | 67% (2) | 0% (0) | 33% (1) | 67% (2) | 0% (0) | 0% (0) | 33% (1) | 67% (2) | 100% (3) | 0% (0) | 0% (0) |
| MTMC | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 0% (1) | 0% (0) | 100% (1) | 0% (0) | 0% (0) |
| MEDCOM | 33% (1) | 67% (2) | 0% (0) | 67% (2) | 0% (0) | 33% (1) | 0% (0) | 67% (2) | 33% (1) | 100% (3) | 0% (0) | 0% (0) |
| AR-PERSCOM | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 100% (1) | 0% (0) | 0% (0) |
| USARSO | 100% (1) | 0% (0) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 0% (0) | 100% (1) | 0% (0) |
| OSA (HQDA) | 50% (1) | 50% (1) | 0% (0) | 100% (2) | 0% (0) | 0% (0) | 50% (1) | 0% (0) | 50% (1) | 50% (1) | 50% (1) | 0% (0) |
| USMA | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 0% (0) | 100% (1) | 0% (0) | 0% (0) |
| USAREUR | 100% (11) | 0% (0) | 0% (0) | 64% (7) | 27% (3) | 9% (1) | 55% (6) | 36% (4) | 9% (1) | 80% (8) | 20% (2) | 0% (0) |
| EUSA | 100% (4) | 0% (0) | 0% (0) | 100% (4) | 0% (0) | 0% (0) | 100% (4) | 0% (0) | 0% (0) | 50% (2) | 50% (2) | 0% (0) |

Note: number of CPACs making up percentage are in parentheses.

3-1
FY02 Grade Accuracy

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|---------------------|--------------------|--------------------|------------|
| Grafenwohr, Germany | 20 | 19 | 95% |
| Hanau, Germany | 30 | 30 | 100% |
| Heidelberg, Germany | 28 | 28 | 100% |
| Stuttgart, Germany | 34 | 31 | 91% |
| Vicenza, Italy | 30 | 28 | 93% |
| Wuerzburg, Germany | 30 | 30 | 100% |
| TOTAL | 172 | 166 | 96% |
| | | | |
| | | | |

3-2
FY02 Assignment Accuracy

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|---------------------|---------------------------|---------------------------|-------------------|
| Grafenwohr, Germany | 20 | 16 | 80% |
| Hanau, Germany | 30 | 24 | 80% |
| Heidelberg, Germany | 28 | 25 | 89% |
| Stuttgart, Germany | 34 | 28 | 82% |
| Vicenza, Italy | 30 | 26 | 87% |
| Wuerzburg, Germany | 30 | 30 | 100% |
| TOTAL | 172 | 149 | 87% |

3-3
FY02 Performance Appraisals
Regulatory and Procedural Compliance Rate

| Review Site | # Actions Reviewed | # Actions Accurate | % Accuracy |
|---------------------|--------------------|--------------------|------------|
| Grafenwohr, Germany | 10 | 5 | 50% |
| Hanau, Germany | 12 | 10 | 83% |
| Heidelberg, Germany | 20 | 15 | 75% |
| Stuttgart, Germany | 20 | 12 | 60% |
| Vicenza, Italy | 20 | 13 | 65% |
| Wuerzburg, Germany | 20 | 13 | 65% |
| Total | 102 | 68 | 67% |

3-4 Arbitration Decisions

MACOM Breakout - FY02

| Cmd Code | MACOM | Grievances to Arbitration | Union Prevailed | Management Prevailed | Split or Mitigated |
|------------------|-----------------------|---------------------------|-----------------|----------------------|--------------------|
| AE | ACQ EXEC SPT AGCY | 0 | 0 | 0 | 0 |
| AT | ATEC | 0 | 0 | 1 | 0 |
| AS | INSCOM | 0 | 0 | 0 | 0 |
| AU | AAA | 0 | 0 | 0 | 0 |
| CB | CIDC | 0 | 0 | 0 | 0 |
| CE | USACE | 32 | 3 | 4 | 12 |
| E1 | USAREUR* | 0 | 0 | 0 | 0 |
| FC | FORSCOM** | 5 | 1 | 5 | 0 |
| GB | ARMY NATIONAL GUARD | 0 | 0 | 0 | 0 |
| HR | RESERVE CMD | 15 | 3 | 15 | 4 |
| JA | JOINT ACTIVITIES | 0 | 0 | 0 | 0 |
| MA | MIL ACADEMY | 1 | 0 | 1 | 0 |
| MC | MEDCOM*** | 5 | 2 | 12 | 11 |
| MT | MTMC | 0 | 0 | 0 | 0 |
| MW | MDW | 0 | 0 | 1 | 0 |
| P1 | USARPAC | 0 | 0 | 0 | 0 |
| P8 | 8TH ARMY/KOREA | 0 | 0 | 0 | 0 |
| PC | MEPCOM | 0 | 0 | 0 | 0 |
| RC | USAREC | 0 | 0 | 0 | 0 |
| SC | SPACE & STRAT DEF CMD | 1 | 0 | 0 | 0 |
| SP | USASOC | 0 | 0 | 0 | 0 |
| SU | USARSO | 0 | 0 | 0 | 0 |
| TC | TRADOC | 2 | 2 | 3 | 0 |
| X1 | AMC | 40 | 4 | 15 | 3 |
| | HQDA**** | 14 | 1 | 1 | 6 |
| ARMY WIDE | | 115 | 16 | 58 | 36 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

3-5 Unfair Labor Practice Complaints

MACOM Breakout - FY02

| Cmd Code | MACOM | ULP Charges Filed by Union | ULP Complaints Issued by FLRA |
|------------------|-----------------------|----------------------------|-------------------------------|
| AE | ACQ EXEC SPT AGCY | 0 | 0 |
| AT | ATEC | 0 | 0 |
| AS | INSCOM | 0 | 0 |
| AU | AAA | 0 | 0 |
| CB | CIDC | 0 | 0 |
| CE | USACE | 93 | 2 |
| E1 | USAREUR* | 0 | 0 |
| FC | FORSCOM** | 13 | 0 |
| GB | ARMY NATIONAL GUARD | 0 | 0 |
| HR | RESERVE CMD | 60 | 5 |
| JA | JOINT ACTIVITIES | 0 | 0 |
| MA | MIL ACADEMY | 0 | 0 |
| MC | MEDCOM*** | 35 | 2 |
| MT | MTMC | 2 | 0 |
| MW | MDW | 7 | 0 |
| P1 | USARPAC | 4 | 2 |
| P8 | 8TH ARMY/KOREA | 13 | 0 |
| PC | MEPCOM | 0 | 0 |
| RC | USAREC | 0 | 0 |
| SC | SPACE & STRAT DEF CMD | 2 | 0 |
| SP | USASOC | 0 | 0 |
| SU | USARSO | 1 | 1 |
| TC | TRADOC | 36 | 2 |
| X1 | AMC | 65 | 5 |
| | HQDA**** | 9 | 1 |
| ARMY WIDE | | 340 | 20 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

3-7

Federal Employees Compensation Act (FECA) Benefits

FY 02 Data by MACOM

| DOL Chargeback Costs (\$ Millions) | | | | | | | | | | |
|------------------------------------|-------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Command | Fiscal Year | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
| AMC | 57.7 | 58.9 | 58.9 | 56.8 | 54.3 | 54.4 | 54.3 | 51.5 | 56 | 53.9 |
| FORSCOM | 24.0 | 23.4 | 22.2 | 22.6 | 21.9 | 20.7 | 20.2 | 21.0 | 23.5 | 21.6 |
| TRADOC | 18.6 | 19.2 | 18.4 | 18.3 | 17.3 | 17.0 | 17.1 | 17.6 | 17 | 17.1 |
| USACE | 18.1 | 18.9 | 18.9 | 18.0 | 18.3 | 19.6 | 19.2 | 19.2 | 18 | 19.1 |
| NGB | 14.8 | 15.9 | 15.4 | 15.8 | 15.6 | 16.2 | 17.2 | 17.6 | 18.5 | 18.9 |
| OTHER | 31.0 | 32.1 | 31.7 | 32.5 | 32.4 | 34.2 | 35.2 | 40.1 | 36 | 44.3 |
| Total | 164.2 | 168.4 | 165.5 | 164.0 | 159.8 | 162.1 | 163.2 | 167.0 | 169.0 | 174.9 |

| Long Term Injury Claims | | | | | | | | | | |
|-------------------------|-------------|------|------|------|------|------|------|------|------|------|
| Command | Fiscal Year | | | | | | | | | |
| | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
| AMC | 1223 | 1241 | 1210 | 1134 | 1071 | 993 | 966 | 936 | 937 | 944 |
| FORSCOM | 605 | 577 | 643 | 538 | 493 | 470 | 452 | 430 | 477 | 477 |
| TRADOC | 349 | 349 | 388 | 317 | 294 | 287 | 287 | 265 | 293 | 292 |
| USACE | 363 | 336 | 348 | 327 | 329 | 334 | 327 | 314 | 304 | 313 |
| NGB | 326 | 336 | 333 | 357 | 359 | 359 | 356 | 366 | 358 | 379 |
| OTHER | 625 | 692 | 526 | 698 | 716 | 704 | 707 | 714 | 709 | 728 |
| Total | 3491 | 3531 | 3448 | 3371 | 3262 | 3147 | 3095 | 3025 | 3078 | 3133 |

3-8

**Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds**

Obligation and Execution Figures - FY02

| CMD CODE | MACOM | Dollars (In Thousands) | | Workyears | |
|----------|------------------------|------------------------|---------------|---------------|---------------|
| | | Estimate | Execution | Estimate | Execution |
| AS | INSCOM | 249 | 302 | 4.23 | 3.67 |
| AT | ATEC | 850 | 736 | 13.86 | 13.49 |
| CB | CIDC | 55 | 55 | 1.00 | 1.00 |
| CE | USACE | 7,726 | 7,126 | 128.73 | 131.45 |
| E1 | USAREUR | 637 | 633 | 10.79 | 10.83 |
| FC | FORSCOM | 2,480 | 2,322 | 46.81 | 44.98 |
| MA | MILITARY ACADEMY | 123 | 117 | 2.82 | 2.25 |
| MC | MEDCOM | 852 | 813 | 15.00 | 14.58 |
| MP | PERSCOM | 0 | 0 | 0.00 | 0.00 |
| MT | MTMC | 257 | 334 | 6.14 | 6.16 |
| MW | MDW | 294 | 435 | 5.06 | 7.16 |
| P1 | USARPAC | 445 | 362 | 8.05 | 8.08 |
| P8 | EUSA | 56 | 41 | 1.16 | 1.00 |
| RC | USAREC | 106 | 109 | 1.00 | 1.42 |
| SC | SMDC | 51 | 51 | 1.00 | 1.00 |
| SP | USASOC | 408 | 352 | 7.30 | 7.08 |
| TC | TRADOC | 7,724 | 7,586 | 137.95 | 138.86 |
| X1 | AMC | 19,940 | 18,324 | 343.79 | 341.95 |
| SU | USARSO | 66 | 38 | 0.83 | 0.83 |
| SE | USAFMSA | 795 | 741 | 14.46 | 14.41 |
| SA | HQDA | 3,680 | 4,099 | 61.34 | 60.06 |
| CS | SAFETY CENTER | 2,311 | 2,393 | 34.36 | 34.74 |
| | ARPERSCOM | 0 | 0 | 0.00 | 0.00 |
| SB | FCR TRANSPORTATION | 1,692 | 1,887 | 23.07 | 24.24 |
| SB | FCR CIVILIAN PERSONNEL | 2,330 | 2,573 | 40.02 | 39.57 |
| SB | FCR LOGISTICS | 2,274 | 2,989 | 38.26 | 38.40 |
| | | | | | |
| | ARMY WIDE | 55,401 | 54,418 | 947.05 | 947.21 |

3-8

Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds (Cont.)

Historical Execution Percentages

| CMD CODE | MACOM | EXECUTION | | | | | | | | | | | | | |
|----------|------------------|-----------|------|------|------|------|------|------|-----------|------|------|------|------|------|------|
| | | Dollars | | | | | | | Workyears | | | | | | |
| | | FY96 | FY97 | FY98 | FY99 | FY00 | FY01 | FY02 | FY96 | FY97 | FY98 | FY99 | FY00 | FY01 | FY02 |
| AS | INSCOM | 78% | 63% | 93% | 105% | 99% | 44% | 121% | 74% | 73% | 91% | 94% | 103% | 33% | 87% |
| AT | A TEC | NA | NA | NA | NA | 98% | 49% | 87% | NA | NA | NA | NA | 103% | 45% | 97% |
| CB | CIDC | 72% | 177% | 51% | 87% | 95% | 98% | 100% | 67% | 100% | 43% | 94% | 100% | 96% | 100% |
| CE | USACE | 98% | 98% | 82% | 101% | 99% | 89% | 92% | 97% | 98% | 75% | 91% | 99% | 79% | 102% |
| E1 | USAREUR | 61% | 88% | 100% | 100% | 100% | 84% | 99% | 51% | 85% | 100% | 90% | 96% | 60% | 100% |
| FC | FORSCOM | 73% | 72% | 102% | 90% | 98% | 88% | 94% | 73% | 77% | 100% | 89% | 97% | 88% | 96% |
| MA | MILITARY ACADEMY | 79% | 64% | 88% | 100% | 96% | 59% | 95% | 68% | 63% | 100% | 100% | 98% | 47% | 80% |
| MC | MEDCOM | 96% | 72% | 126% | 82% | 92% | 59% | 95% | 86% | 69% | 122% | 114% | 103% | 65% | 97% |
| MP | PERSCOM | NA | NA | 30% | 103% | 96% | 94% | NA | NA | NA | 17% | 109% | 90% | 83% | NA |
| MT | MTMC | 73% | 107% | 42% | 103% | 110% | 64% | 130% | 71% | 100% | 44% | 102% | 111% | 51% | 100% |
| MW | MDW | 31% | 84% | 61% | 120% | 94% | 28% | 148% | 29% | 100% | 71% | 96% | 101% | 22% | 141% |
| P1 | USARPAC | 99% | 115% | 116% | 98% | 87% | 38% | 81% | 85% | 111% | 108% | 98% | 98% | 25% | 100% |
| P8 | EUSA | NA | NA | NA | 0% | 92% | 66% | 73% | NA | NA | NA | 0% | 100% | 59% | 86% |
| RC | USAREC | 168% | 100% | 60% | 106% | 101% | 67% | 103% | 68% | 100% | 40% | 100% | 103% | 39% | 142% |
| SC | SMDC | NA | NA | NA | 104% | 100% | 31% | 100% | NA | NA | NA | 100% | 100% | 23% | 100% |
| SP | USASOC | 80% | 92% | 46% | 68% | 83% | 92% | 86% | 90% | 100% | 55% | 84% | 97% | 80% | 97% |
| TC | TRADOC | 88% | 90% | 99% | 98% | 96% | 89% | 98% | 78% | 95% | 105% | 101% | 102% | 87% | 101% |
| X1 | AMC | 100% | 90% | 83% | 84% | 93% | 85% | 92% | 96% | 86% | 80% | 97% | 109% | 90% | 99% |
| SU | USARSO | NA | NA | NA | NA | NA | NA | 58% | NA | NA | NA | NA | NA | NA | 100% |
| SE | USAFMSA | 59% | NA | 122% | 107% | 125% | 185% | 93% | 67% | NA | 133% | 99% | 97% | 132% | 100% |
| SA | HQDA | 75% | 102% | 76% | 88% | 93% | 123% | 111% | 76% | 88% | 67% | 90% | 92% | 86% | 98% |
| CS | SAFETY CENTER | 88% | 93% | 266% | 102% | 107% | 138% | 104% | 84% | 88% | 178% | 94% | 99% | 123% | 101% |
| | ARPERSCOM | NA | 105% | 40% | 96% | 228% | NA | NA | NA | 100% | 33% | 100% | 100% | NA | NA |
| SB | FCR TRANSP. | 170% | 111% | 143% | 87% | 96% | 107% | 112% | 105% | 100% | 112% | 107% | 102% | 98% | 105% |
| SB | FCR CPA | NA | 47% | 123% | 108% | 97% | 86% | 110% | NA | 44% | 100% | 98% | 101% | 98% | 99% |
| SB | FCR LOGISTICS | NA | 79% | 114% | 106% | 98% | 80% | 131% | NA | 54% | 85% | 91% | 103% | 80% | 100% |
| | ARMY WIDE | 96% | 90% | 93% | 94% | 97% | 87% | 98% | 89% | 86% | 86% | 95% | 102% | 83% | 100% |

3-9

Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

FY02 Data by MACOM

| Cmd Code | MACOM | Col A Emergency Essential (EE) Employee | Col B EE Employee not in EE Position | Col C EE Employee in EE Position | Col D EE in EE with Signed Agreements | Col E Percent with Signed Agreements |
|----------|-------------------|--|---|---|--|---|
| AE | ACQ EXEC SPT AGCY | 5 | 5 | 0 | 0 | NA |
| AS | INSCOM | 11 | 5 | 6 | 6 | 100% |
| AT | OTEC | 3 | 3 | 0 | 0 | NA |
| AU | AAA | 0 | 0 | 0 | 0 | NA |
| CB | CIDC | 6 | 5 | 1 | 1 | 100% |
| CE | USACE | 131 | 99 | 32 | 29 | 91% |
| E1 | USAREUR | 45 | 30 | 15 | 10 | 67% |
| FC | FORSCOM* | 134 | 72 | 62 | 60 | 97% |
| GB | NGB (Title 5) | 6 | 6 | 0 | 0 | NA |
| HR | RESERVE CMD | 1 | 1 | 0 | 0 | NA |
| JA | JOINT ACTIVITIES | 35 | 20 | 15 | 15 | 100% |
| MA | MIL ACADEMY | 55 | 55 | 0 | 0 | NA |
| MC | MEDCOM | 84 | 82 | 2 | 2 | 100% |
| MT | MTMC | 18 | 12 | 6 | 6 | 100% |
| MW | MDW | 8 | 8 | 0 | 0 | NA |
| P1 | USARPAC | 32 | 12 | 20 | 18 | 90% |
| P8 | 8TH ARMY/KOREA | 198 | 62 | 136 | 130 | 96% |
| PC | MEPCOM | 1 | 1 | 0 | 0 | NA |
| RC | USAREC | 1 | 1 | 0 | 0 | NA |
| SC | SPACE & STRAT DEF | 1 | 1 | 0 | 0 | NA |
| SP | USASOC | 12 | 4 | 8 | 8 | 100% |
| SU | USARSO | 0 | 0 | 0 | 0 | NA |
| TC | TRADOC | 17 | 17 | 0 | 0 | NA |
| X1 | AMC | 587 | 308 | 279 | 275 | 99% |
| | HQDA** | 32 | 31 | 1 | 1 | 100% |
| | ARMY WIDE | 1423 | 840 | 583 | 561 | 96.2% |

Col A: Emergency Essential (EE) employees are identified using DIN=PGF, codes 1-4.

Col B: Generally, EE employees should be in EE positions. EE positions are identified using DIN=JGE, codes C & D. This column shows errors - the number of EE employees who are not in EE positions.

Col C: This column shows the population for the analysis - EE employees in EE positions.

Col D: EE employees with signed agreements are identified using DIN=PGF, codes 1 & 3.

Col E: Col D divided by Col C.

* Includes command codes FS (US Army Signal Command).

** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), and SJ (Joint & DOD Acts).

4-1
Satisfaction with Job

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| My job makes good use of my abilities | | |
| strongly agree | 11951 | 27% |
| agree | 20307 | 45% |
| neither agree nor disagree | 4612 | 10% |
| disagree | 5175 | 12% |
| strongly disagree | 2858 | 6% |
| totals | 44903 | 100% |
| I frequently think about quitting my job | | |
| strongly disagree | 11500 | 27% |
| disagree | 11316 | 26% |
| neither agree nor disagree | 8807 | 20% |
| agree | 7501 | 17% |
| strongly agree | 4042 | 9% |
| totals | 43166 | 100% |
| I find my work challenging | | |
| strongly agree | 10115 | 23% |
| agree | 20013 | 45% |
| neither agree nor disagree | 7647 | 17% |
| disagree | 4825 | 11% |
| strongly disagree | 2241 | 5% |
| totals | 44841 | 100% |
| I am often bored with my job | | |
| strongly disagree | 11642 | 27% |
| disagree | 14217 | 33% |
| neither agree nor disagree | 9138 | 21% |
| agree | 6256 | 14% |
| strongly agree | 2335 | 5% |
| totals | 43588 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 3232 | 36% |
| 4135 | 46% |
| 611 | 7% |
| 678 | 8% |
| 283 | 3% |
| 8939 | 100% |
| | |
| 2597 | 30% |
| 2326 | 27% |
| 1576 | 18% |
| 1498 | 17% |
| 713 | 8% |
| 8710 | 100% |
| | |
| 3341 | 37% |
| 4007 | 45% |
| 882 | 10% |
| 514 | 6% |
| 182 | 2% |
| 8926 | 100% |
| | |
| 3628 | 42% |
| 2846 | 33% |
| 1286 | 15% |
| 701 | 8% |
| 250 | 3% |
| 8711 | 100% |

**4-1 (Cont.)
Satisfaction with Job**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| All in all, I am satisfied with my job | | |
| strongly agree | 10117 | 23% |
| agree | 20109 | 45% |
| neither agree nor disagree | 7296 | 16% |
| disagree | 4555 | 10% |
| strongly disagree | 2501 | 6% |
| | | |
| totals | 44578 | 100% |
| Composite - Satisfaction with Job | | |
| strongly agree | 55325 | 25% |
| agree | 85962 | 39% |
| neither agree nor disagree | 37500 | 17% |
| disagree | 28312 | 13% |
| strongly disagree | 13977 | 6% |
| | | |
| totals | 221076 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2651 | 30% |
| 4077 | 46% |
| 1094 | 12% |
| 735 | 8% |
| 326 | 4% |
| | |
| 8883 | 100% |
| | |
| 15449 | 35% |
| 17391 | 39% |
| 5449 | 12% |
| 4126 | 9% |
| 1754 | 4% |
| | |
| 44169 | 100% |

**4-1 (Cont.)
Satisfaction with Job**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 62% |
| FORSCOM | | 65% |
| MEDCOM | | 64% |
| TRADOC | | 64% |
| USACE | | 66% |
| USAREUR | | 64% |
| OTHER | | 63% |
| | | |
| TOTAL ARMY | | 64% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 74% |
| | 74% |
| | 71% |
| | 75% |
| | 77% |
| | 74% |
| | 74% |
| | |
| | 74% |

4-2

Satisfaction with Career - Recommendation to Others

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| I would recommend that others pursue a career as a civilian with the Federal Government | | |
| strongly agree | 8756 | 20% |
| agree | 18735 | 42% |
| neither agree nor disagree | 8051 | 18% |
| disagree | 5285 | 12% |
| strongly disagree | 3808 | 9% |
| totals | 44635 | 100% |
| I would recommend that others pursue a career as a civilian with the Army | | |
| strongly agree | 7549 | 17% |
| agree | 17139 | 39% |
| neither agree nor disagree | 9295 | 21% |
| disagree | 6017 | 14% |
| strongly disagree | 4348 | 10% |
| totals | 44348 | 100% |
| I would recommend that others pursue a career as a civilian with this organization | | |
| strongly agree | 7140 | 16% |
| agree | 15034 | 34% |
| neither agree nor disagree | 9482 | 21% |
| disagree | 6606 | 15% |
| strongly disagree | 6218 | 14% |
| totals | 44480 | 100% |
| Composite - Satisfaction with Career (Recommendation to Others) | | |
| strongly agree | 23445 | 18% |
| agree | 50908 | 38% |
| neither agree nor disagree | 26828 | 20% |
| disagree | 17908 | 13% |
| strongly disagree | 14374 | 11% |
| totals | 133463 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1674 | 19% |
| 3671 | 41% |
| 1469 | 16% |
| 1274 | 14% |
| 816 | 9% |
| 8904 | 100% |
| | |
| 1528 | 17% |
| 3310 | 37% |
| 1647 | 19% |
| 1406 | 16% |
| 1005 | 11% |
| 8896 | 100% |
| | |
| 1617 | 18% |
| 3079 | 35% |
| 1622 | 18% |
| 1394 | 16% |
| 1179 | 13% |
| 8891 | 100% |
| | |
| 4819 | 18% |
| 10060 | 38% |
| 4738 | 18% |
| 4074 | 15% |
| 3000 | 11% |
| 26691 | 100% |

**4-2 (Cont.)
Satisfaction with Career**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 51% |
| FORSCOM | | 50% |
| MEDCOM | | 62% |
| TRADOC | | 52% |
| USACE | | 60% |
| USAREUR | | 57% |
| OTHER | | 56% |
| | | |
| TOTAL ARMY | | 56% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 52% |
| | 52% |
| | 58% |
| | 51% |
| | 59% |
| | 64% |
| | 57% |
| | |
| | 56% |

4-3
Satisfaction with Supervisor

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| My supervisor clearly outlines the goals and priorities for my work | | |
| strongly agree | 9664 | 22% |
| agree | 18254 | 41% |
| neither agree nor disagree | 6888 | 15% |
| disagree | 6177 | 14% |
| strongly disagree | 3669 | 8% |
| totals | 44652 | 100% |
| My supervisor lets me know how well I am doing my work | | |
| strongly agree | 10549 | 24% |
| agree | 18537 | 41% |
| neither agree nor disagree | 6647 | 15% |
| disagree | 5545 | 12% |
| strongly disagree | 3392 | 8% |
| totals | 44670 | 100% |
| My supervisor keeps me informed about matters affecting my job and me | | |
| strongly agree | 10473 | 23% |
| agree | 18191 | 41% |
| neither agree nor disagree | 6847 | 15% |
| disagree | 5539 | 12% |
| strongly disagree | 3642 | 8% |
| totals | 44692 | 100% |
| My supervisor gives me the support and backing I need to do my job well | | |
| strongly agree | 12134 | 27% |
| agree | 17104 | 38% |
| neither agree nor disagree | 6854 | 15% |
| disagree | 4756 | 11% |
| strongly disagree | 3804 | 9% |
| totals | 44652 | 100% |
| My supervisor has a strong interest in the welfare of his/her employees | | |
| strongly agree | 13078 | 29% |
| agree | 15626 | 35% |
| neither agree nor disagree | 7418 | 17% |
| disagree | 4258 | 10% |
| strongly disagree | 4106 | 9% |
| totals | 44486 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2036 | 23% |
| 3816 | 43% |
| 1289 | 14% |
| 1197 | 13% |
| 572 | 6% |
| 8910 | 100% |
| | |
| 2234 | 25% |
| 3849 | 43% |
| 1284 | 14% |
| 1034 | 12% |
| 520 | 6% |
| 8921 | 100% |
| | |
| 2555 | 29% |
| 3653 | 41% |
| 1278 | 14% |
| 920 | 10% |
| 503 | 6% |
| 8909 | 100% |
| | |
| 2884 | 32% |
| 3465 | 39% |
| 1163 | 13% |
| 854 | 10% |
| 561 | 6% |
| 8927 | 100% |
| | |
| 3051 | 34% |
| 3245 | 36% |
| 1275 | 14% |
| 751 | 8% |
| 589 | 7% |
| 8911 | 100% |

4-3 (Cont.)
Satisfaction with Supervisor

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| My supervisor is competent in handling the technical parts of his/her job | | |
| strongly agree | 15386 | 35% |
| agree | 17805 | 40% |
| neither agree nor disagree | 5572 | 13% |
| disagree | 2770 | 6% |
| strongly disagree | 2644 | 6% |
| totals | 44177 | 100% |
| I feel free to go to my supervisor with questions or problems about my work | | |
| strongly agree | 15734 | 35% |
| agree | 17586 | 39% |
| neither agree nor disagree | 4666 | 10% |
| disagree | 3500 | 8% |
| strongly disagree | 3198 | 7% |
| totals | 44684 | 100% |
| My supervisor provides me with career counseling | | |
| strongly agree | 6972 | 16% |
| agree | 11890 | 27% |
| neither agree nor disagree | 10531 | 24% |
| disagree | 7832 | 18% |
| strongly disagree | 6168 | 14% |
| totals | 43393 | 100% |
| Composite - Satisfaction with Supervisor | | |
| strongly agree | 93990 | 26% |
| agree | 134993 | 38% |
| neither agree nor disagree | 55423 | 16% |
| disagree | 40377 | 11% |
| strongly disagree | 30623 | 9% |
| totals | 355406 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 3337 | 38% |
| 3602 | 41% |
| 1002 | 11% |
| 534 | 6% |
| 396 | 4% |
| 8871 | 100% |
| | |
| 3827 | 43% |
| 3425 | 38% |
| 699 | 8% |
| 575 | 6% |
| 408 | 5% |
| 8934 | 100% |
| | |
| 1451 | 17% |
| 2406 | 28% |
| 2127 | 24% |
| 1619 | 19% |
| 1086 | 12% |
| 8689 | 100% |
| | |
| 21375 | 30% |
| 27461 | 39% |
| 10117 | 14% |
| 7484 | 11% |
| 4635 | 7% |
| 71072 | 100% |

**4-3 (Cont.)
Satisfaction with Supervisor**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 62% |
| FORSCOM | | 65% |
| MEDCOM | | 65% |
| TRADOC | | 66% |
| USACE | | 65% |
| USAREUR | | 65% |
| OTHER | | 65% |
| | | |
| TOTAL ARMY | | 64% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 69% |
| | 70% |
| | 65% |
| | 70% |
| | 72% |
| | 66% |
| | 67% |
| | |
| | 69% |

4-4
Satisfaction with Management

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| Management is competent | | |
| strongly agree | 6487 | 15% |
| agree | 19243 | 44% |
| neither agree nor disagree | 9110 | 21% |
| disagree | 5612 | 13% |
| strongly disagree | 3697 | 8% |
| totals | 44149 | 100% |
| Management treats employees with respect and consideration | | |
| strongly agree | 6877 | 16% |
| agree | 18071 | 41% |
| neither agree nor disagree | 8545 | 19% |
| disagree | 6208 | 14% |
| strongly disagree | 4585 | 10% |
| totals | 44286 | 100% |
| Management makes timely decisions | | |
| strongly agree | 4845 | 11% |
| agree | 14137 | 32% |
| neither agree nor disagree | 11108 | 25% |
| disagree | 8608 | 20% |
| strongly disagree | 5097 | 12% |
| totals | 43795 | 100% |
| Management rewards employees who show initiative and innovation | | |
| strongly agree | 5060 | 12% |
| agree | 12657 | 29% |
| neither agree nor disagree | 10133 | 23% |
| disagree | 8527 | 20% |
| strongly disagree | 7002 | 16% |
| totals | 43379 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1815 | 20% |
| 4205 | 47% |
| 1489 | 17% |
| 932 | 10% |
| 448 | 5% |
| 8889 | 100% |
| | |
| 1900 | 21% |
| 3901 | 44% |
| 1455 | 16% |
| 1088 | 12% |
| 575 | 6% |
| | |
| 8919 | 100% |
| | |
| 1166 | 13% |
| 3142 | 35% |
| 2032 | 23% |
| 1773 | 20% |
| 786 | 9% |
| 8899 | 100% |
| | |
| 1302 | 15% |
| 3207 | 36% |
| 1861 | 21% |
| 1527 | 17% |
| 946 | 11% |
| 8843 | 100% |

**4-4 (Cont.)
Satisfaction with Management**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| Management keeps employees informed | | |
| strongly agree | 5315 | 12% |
| agree | 16715 | 38% |
| neither agree nor disagree | 9796 | 22% |
| disagree | 7324 | 17% |
| strongly disagree | 5004 | 11% |
| totals | 44154 | 100% |
| Composite - Satisfaction with Management | | |
| strongly agree | 28584 | 13% |
| agree | 80823 | 37% |
| neither agree nor disagree | 48692 | 22% |
| disagree | 36279 | 17% |
| strongly disagree | 25385 | 12% |
| totals | 219763 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1323 | 15% |
| 3891 | 44% |
| 1730 | 19% |
| 1304 | 15% |
| 638 | 7% |
| 8886 | 100% |
| | |
| | |
| | |
| 7506 | 17% |
| 18346 | 41% |
| 8567 | 19% |
| 6624 | 15% |
| 3393 | 8% |
| 44436 | 100% |

**4-4 (Cont.)
Satisfaction with Management**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 45% |
| FORSCOM | | 52% |
| MEDCOM | | 51% |
| TRADOC | | 51% |
| USACE | | 50% |
| USAREUR | | 54% |
| OTHER | | 51% |
| | | |
| TOTAL ARMY | | 50% |

| Supervisor Results | |
|---------------------------|----------------|
| Count | Percent |
| | 57% |
| | 64% |
| | 58% |
| | 57% |
| | 60% |
| | 59% |
| | 56% |
| | |
| | 58% |

4-5

Satisfaction with Promotion System

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| Employees at this installation have an equal chance to compete for promotions | | |
| strongly agree | 3418 | 8% |
| agree | 14010 | 33% |
| neither agree nor disagree | 9028 | 21% |
| disagree | 8596 | 20% |
| strongly disagree | 7238 | 17% |
| totals | 42290 | 100% |
| When promotions are made at this installation, the best qualified people are selected | | |
| strongly agree | 2206 | 5% |
| agree | 9138 | 22% |
| neither agree nor disagree | 11960 | 29% |
| disagree | 9797 | 24% |
| strongly disagree | 8042 | 20% |
| totals | 41143 | 100% |
| Employees at this installation are treated fairly with regard to job placements and promotions | | |
| strongly agree | 2432 | 6% |
| agree | 10638 | 26% |
| neither agree nor disagree | 11745 | 28% |
| disagree | 9308 | 22% |
| strongly disagree | 7477 | 18% |
| totals | 41600 | 100% |
| I am satisfied with the processes used to fill vacancies at this installation | | |
| strongly agree | 2329 | 6% |
| agree | 10464 | 25% |
| neither agree nor disagree | 11111 | 26% |
| disagree | 9701 | 23% |
| strongly disagree | 8583 | 20% |
| totals | 42188 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1472 | 17% |
| 3840 | 44% |
| 1380 | 16% |
| 1256 | 14% |
| 786 | 9% |
| 8734 | 100% |
| | |
| 1053 | 12% |
| 3165 | 37% |
| 2085 | 24% |
| 1509 | 18% |
| 807 | 9% |
| 8619 | 100% |
| | |
| 1190 | 14% |
| 3508 | 40% |
| 1942 | 22% |
| 1274 | 15% |
| 752 | 9% |
| 8666 | 100% |
| | |
| 797 | 9% |
| 2862 | 33% |
| 1914 | 22% |
| 1957 | 22% |
| 1203 | 14% |
| 8733 | 100% |

**4-5 (Cont.)
Satisfaction with Promotion System**

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The quality of candidates referred to me for vacancies in my work unit is high * | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| | | |
| totals | NA | NA |
| | | |
| Composite - Satisfaction with Promotion System | | |
| strongly agree | 10385 | 6% |
| agree | 44250 | 26% |
| neither agree nor disagree | 43844 | 26% |
| disagree | 37402 | 22% |
| strongly disagree | 31340 | 19% |
| | | |
| totals | 167221 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 556 | 7% |
| 2862 | 35% |
| 2451 | 30% |
| 1629 | 20% |
| 645 | 8% |
| | |
| 8143 | 100% |
| | |
| | |
| 5068 | 12% |
| 16237 | 38% |
| 9772 | 23% |
| 7625 | 18% |
| 4193 | 10% |
| | |
| 42895 | 100% |

* Item only on supervisor survey.

**4-5 (Cont.)
Satisfaction with Promotion System**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 30% |
| FORSCOM | | 30% |
| MEDCOM | | 29% |
| TRADOC | | 30% |
| USACE | | 37% |
| USAREUR | | 33% |
| OTHER | | 35% |
| | | |
| TOTAL ARMY | | 32% |

| Supervisor Results | |
|---------------------------|----------------|
| Count | Percent |
| | 53% |
| | 47% |
| | 42% |
| | 47% |
| | 57% |
| | 44% |
| | 49% |
| | |
| | 50% |

4-6

Satisfaction with Awards and Recognition

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| When I do a good job, it is recognized | | |
| strongly agree | 5580 | 13% |
| agree | 17891 | 40% |
| neither agree nor disagree | 9318 | 21% |
| disagree | 7336 | 17% |
| strongly disagree | 4087 | 9% |
| totals | 44212 | 100% |
| When awards are given, they go to the most deserving people | | |
| strongly agree | 2890 | 7% |
| agree | 10499 | 25% |
| neither agree nor disagree | 12221 | 29% |
| disagree | 9944 | 24% |
| strongly disagree | 6539 | 16% |
| totals | 42093 | 100% |
| Employees at this installation are treated fairly with regard to awards | | |
| strongly agree | 2652 | 6% |
| agree | 10383 | 25% |
| neither agree nor disagree | 12211 | 29% |
| disagree | 9858 | 24% |
| strongly disagree | 6506 | 16% |
| totals | 41610 | 100% |
| If I perform my job especially well, I will receive an award | | |
| strongly agree | 3998 | 9% |
| agree | 12869 | 30% |
| neither agree nor disagree | 11046 | 26% |
| disagree | 8334 | 20% |
| strongly disagree | 6029 | 14% |
| totals | 42276 | 100% |
| Composite - Satisfaction with Awards and Recognition | | |
| strongly agree | 15120 | 9% |
| agree | 51642 | 30% |
| neither agree nor disagree | 44796 | 26% |
| disagree | 35472 | 21% |
| strongly disagree | 23161 | 14% |
| totals | 170191 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 1703 | 19% |
| 3926 | 44% |
| 1557 | 18% |
| 1151 | 13% |
| 559 | 6% |
| 8896 | 100% |
| | |
| 1153 | 13% |
| 3252 | 37% |
| 2074 | 24% |
| 1560 | 18% |
| 699 | 8% |
| 8738 | 100% |
| | |
| 1182 | 14% |
| 3194 | 37% |
| 2051 | 24% |
| 1496 | 17% |
| 698 | 8% |
| 8621 | 100% |
| | |
| 1347 | 16% |
| 3167 | 37% |
| 2029 | 23% |
| 1363 | 16% |
| 743 | 9% |
| 8649 | 100% |
| | |
| 5385 | 15% |
| 13539 | 39% |
| 7711 | 22% |
| 5570 | 16% |
| 2699 | 8% |
| 34904 | 100% |

**4-6 (Cont.)
Satisfaction with Awards and Recognition**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 36% |
| FORSCOM | | 39% |
| MEDCOM | | 36% |
| TRADOC | | 38% |
| USACE | | 40% |
| USAREUR | | 41% |
| OTHER | | 42% |
| | | |
| TOTAL ARMY | | 39% |

| Supervisor Results | |
|---------------------------|----------------|
| Count | Percent |
| | 54% |
| | 55% |
| | 45% |
| | 50% |
| | 59% |
| | 54% |
| | 55% |
| | |
| | 54% |

4-7

Satisfaction with Discipline/Grievances/EEO Procedures

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| If I filed a grievance, it would be held against me | | |
| strongly disagree | 1852 | 5% |
| disagree | 5493 | 16% |
| neither agree nor disagree | 11958 | 34% |
| agree | 10115 | 29% |
| strongly agree | 5522 | 16% |
| totals | 34940 | 100% |
| Top management at this installation actively supports the EEO program | | |
| strongly agree | 6144 | 15% |
| agree | 18569 | 47% |
| neither agree nor disagree | 10769 | 27% |
| disagree | 2456 | 6% |
| strongly disagree | 1777 | 4% |
| totals | 39715 | 100% |
| Employees at this installation are treated fairly with regard to discipline | | |
| strongly agree | 2811 | 7% |
| agree | 12105 | 32% |
| neither agree nor disagree | 11939 | 32% |
| disagree | 6808 | 18% |
| strongly disagree | 4053 | 11% |
| totals | 37716 | 100% |
| Employees at this installation are treated fairly with regard to grievances and appeals | | |
| strongly agree | 2260 | 7% |
| agree | 9742 | 29% |
| neither agree nor disagree | 13598 | 40% |
| disagree | 5008 | 15% |
| strongly disagree | 3338 | 10% |
| totals | 33946 | 100% |
| Composite - Satisfaction with Discipline/Grievance/EEO Procedures | | |
| strongly agree | 13067 | 9% |
| agree | 45909 | 31% |
| neither agree nor disagree | 48264 | 33% |
| disagree | 24387 | 17% |
| strongly disagree | 14690 | 10% |
| totals | 146317 | 100% |

4-7 (Cont.)
Satisfaction with Discipline/Grievances/EEO Procedures

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 35% |
| FORSCOM | | 38% |
| MEDCOM | | 40% |
| TRADOC | | 39% |
| USACE | | 43% |
| USAREUR | | 42% |
| OTHER | | 40% |
| | | |
| TOTAL ARMY | | 40% |

4-8

Satisfaction with Work Group

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| The people I work with do a good job | | |
| strongly agree | 13082 | 29% |
| agree | 24348 | 55% |
| neither agree nor disagree | 4503 | 10% |
| disagree | 1919 | 4% |
| strongly disagree | 594 | 1% |
| totals | 44446 | 100% |
| My work group is well run | | |
| strongly agree | 10604 | 24% |
| agree | 19739 | 45% |
| neither agree nor disagree | 7309 | 17% |
| disagree | 4601 | 10% |
| strongly disagree | 1847 | 4% |
| totals | 44100 | 100% |
| People in my group work well together | | |
| strongly agree | 12249 | 28% |
| agree | 21151 | 48% |
| neither agree nor disagree | 5845 | 13% |
| disagree | 3352 | 8% |
| strongly disagree | 1490 | 3% |
| totals | 44087 | 100% |
| Composite - Satisfaction with Work Group | | |
| strongly agree | 35935 | 27% |
| agree | 65238 | 49% |
| neither agree nor disagree | 17657 | 13% |
| disagree | 9872 | 7% |
| strongly disagree | 3931 | 3% |
| totals | 132633 | 100% |

**4-8 (Cont.)
Satisfaction with Work Group**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|-------------------------|----------------|
| | Count | Percent |
| AMC | | 76% |
| FORSCOM | | 76% |
| MEDCOM | | 76% |
| TRADOC | | 77% |
| USACE | | 77% |
| USAREUR | | 75% |
| OTHER | | 76% |
| | | |
| TOTAL ARMY | | 76% |

4-9

Satisfaction with Amount of Authority

| Question | Supervisor Results | |
|--|--------------------|---------|
| | Count | Percent |
| How much authority do you have to carry out the following personnel management responsibilities? | | |
| Writing or changing job descriptions (i.e., classifying jobs) | | |
| all I need | 4271 | 51% |
| some. but not enough | 2675 | 32% |
| none | 1446 | 17% |
| totals | 8392 | 100% |
| Recruiting and selecting employees | | |
| all I need | 4442 | 52% |
| some. but not enough | 3212 | 38% |
| none | 870 | 10% |
| totals | 8524 | 100% |
| Changing the organizational structure of my work unit | | |
| all I need | 3296 | 39% |
| some. but not enough | 2772 | 33% |
| none | 2340 | 28% |
| totals | 8408 | 100% |
| Assigning work to subordinates | | |
| all I need | 7652 | 86% |
| some. but not enough | 1107 | 12% |
| none | 127 | 1% |
| totals | 8886 | 100% |
| Evaluating work performance | | |
| all I need | 7637 | 86% |
| some. but not enough | 1049 | 12% |
| none | 175 | 2% |
| totals | 8861 | 100% |
| Giving monetary and honorary performance awards | | |
| all I need | 4403 | 50% |
| some. but not enough | 3333 | 38% |
| none | 998 | 11% |
| totals | 8734 | 100% |

4-9 (Cont.)
Satisfaction with Amount of Authority

| Question | Supervisor Results | |
|--|--------------------|---------|
| | Count | Percent |
| Firing people | | |
| all I need | 2409 | 32% |
| some. but not enough | 2434 | 32% |
| none | 2728 | 36% |
| totals | 7571 | 100% |
| Approving leave requests/controlling employee absences | | |
| all I need | 7678 | 87% |
| some. but not enough | 954 | 11% |
| none | 221 | 2% |
| totals | 8853 | 100% |
| Taking disciplinary action | | |
| all I need | 5026 | 60% |
| some. but not enough | 2654 | 32% |
| none | 720 | 9% |
| totals | 8400 | 100% |
| Taking action to improve substandard performance | | |
| all I need | 5278 | 62% |
| some. but not enough | 2814 | 33% |
| none | 464 | 5% |
| totals | 8556 | 100% |
| Getting employees the training they need | | |
| all I need | 4468 | 51% |
| some. but not enough | 3657 | 42% |
| none | 668 | 8% |
| totals | 8793 | 100% |
| Changing work processes or methods | | |
| all I need | 5003 | 57% |
| some. but not enough | 3062 | 35% |
| none | 638 | 7% |
| totals | 8703 | 100% |
| Composite - Satisfaction with Amount of Authority | | |
| all I need | 61563 | 60% |
| some. but not enough | 29723 | 29% |
| none | 11395 | 11% |
| totals | 102681 | 100% |

4-9 (Cont.)
Satisfaction with Amount of Authority

MACOM Breakout

| MACOM | Supervisor Results | |
|-------------------|---------------------------|----------------|
| | Count | Percent |
| AMC | | 58% |
| FORSCOM | | 63% |
| MEDCOM | | 58% |
| TRADOC | | 60% |
| USACE | | 60% |
| USAREUR | | 60% |
| OTHER | | 59% |
| | | |
| TOTAL ARMY | | 60% |

4-10 (Cont.)
Satisfaction with Training and Development

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| I have had enough leadership training (e.g., directing subordinates, team building) to be an effective leader ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| I have had enough training in civilian personnel administrative procedures ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| I am able to get timely and quality training for my subordinates ** | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |
| Supervisor Composite - Satisfaction with Training and Development | | |
| strongly agree | NA | NA |
| agree | NA | NA |
| neither agree nor disagree | NA | NA |
| disagree | NA | NA |
| strongly disagree | NA | NA |
| totals | NA | NA |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 3430 | 39% |
| 3939 | 44% |
| 660 | 7% |
| 651 | 7% |
| 197 | 2% |
| 8877 | 100% |
| | |
| 1809 | 20% |
| 3518 | 40% |
| 1523 | 17% |
| 1598 | 18% |
| 414 | 5% |
| | |
| 8862 | 100% |
| | |
| 1618 | 18% |
| 3870 | 44% |
| 1637 | 19% |
| 1288 | 15% |
| 391 | 4% |
| 8804 | 100% |
| | |
| 6857 | 26% |
| 11327 | 43% |
| 3820 | 14% |
| 3537 | 13% |
| 1002 | 4% |
| 26543 | 100% |

* Item only on employee survey.

** Item only on supervisor survey.

**4-10 (Cont.)
Satisfaction with Training and Development**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 59% |
| FORSCOM | | 61% |
| MEDCOM | | 62% |
| TRADOC | | 57% |
| USACE | | 67% |
| USAREUR | | 60% |
| OTHER | | 62% |
| | | |
| TOTAL ARMY | | 62% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 71% |
| | 71% |
| | 65% |
| | 69% |
| | 69% |
| | 65% |
| | 68% |
| | |
| | 69% |

4-11
Satisfaction with Fairness

| Question | Employee Results | |
|--|------------------|---------|
| | Count | Percent |
| Managers/supervisors deal effectively with reports of prejudice and discrimination | | |
| strongly agree | 3931 | 12% |
| agree | 12345 | 36% |
| neither agree nor disagree | 11392 | 33% |
| disagree | 3805 | 11% |
| strongly disagree | 2566 | 8% |
| totals | 34039 | 100% |
| If I complained of discrimination, it would be held against me | | |
| strongly disagree | 3286 | 9% |
| disagree | 8081 | 23% |
| neither agree nor disagree | 12400 | 36% |
| agree | 7514 | 22% |
| strongly agree | 3367 | 10% |
| totals | 34648 | 100% |
| Nonminority employees often get preferential treatment over minority employees | | |
| strongly disagree | 9321 | 24% |
| disagree | 13669 | 36% |
| neither agree nor disagree | 10681 | 28% |
| agree | 2834 | 7% |
| strongly agree | 1551 | 4% |
| totals | 38056 | 100% |
| Minority employees often get preferential treatment over nonminority employees | | |
| strongly disagree | 5144 | 13% |
| disagree | 10419 | 27% |
| neither agree nor disagree | 11588 | 30% |
| agree | 7284 | 19% |
| strongly agree | 3795 | 10% |
| totals | 38230 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2267 | 28% |
| 3935 | 48% |
| 1150 | 14% |
| 595 | 7% |
| 268 | 3% |
| 8215 | 100% |
| | |
| 1535 | 19% |
| 2810 | 35% |
| 1928 | 24% |
| 1240 | 15% |
| 503 | 6% |
| 8016 | 100% |
| | |
| 2746 | 33% |
| 3507 | 42% |
| 1540 | 18% |
| 424 | 5% |
| 203 | 2% |
| 8420 | 100% |
| | |
| 1502 | 18% |
| 2748 | 33% |
| 1924 | 23% |
| 1623 | 19% |
| 615 | 7% |
| 8412 | 100% |

4-11 (Cont.)
Satisfaction with Fairness

| Question | Employee Results | |
|---|------------------|---------|
| | Count | Percent |
| Male employees often get preferential treatment over female employees | | |
| strongly disagree | 6845 | 18% |
| disagree | 12779 | 33% |
| neither agree nor disagree | 12125 | 31% |
| agree | 4794 | 12% |
| strongly agree | 2227 | 6% |
| totals | 38770 | 100% |
| Female employees often get preferential treatment over male employees | | |
| strongly disagree | 5869 | 15% |
| disagree | 13063 | 34% |
| neither agree nor disagree | 12678 | 33% |
| agree | 4758 | 12% |
| strongly agree | 2413 | 6% |
| totals | 38781 | 100% |
| Composite - Satisfaction with Fairness | | |
| strongly agree | 34396 | 15% |
| agree | 70356 | 32% |
| neither agree nor disagree | 70864 | 32% |
| disagree | 30989 | 14% |
| strongly disagree | 15919 | 7% |
| totals | 222524 | 100% |

| Supervisor Results | |
|--------------------|---------|
| Count | Percent |
| | |
| 2130 | 25% |
| 3390 | 40% |
| 1880 | 22% |
| 742 | 9% |
| 301 | 4% |
| 8443 | 100% |
| | |
| 1689 | 20% |
| 3271 | 39% |
| 2067 | 25% |
| 1011 | 12% |
| 394 | 5% |
| 8432 | 100% |
| | |
| 11869 | 24% |
| 19661 | 39% |
| 10489 | 21% |
| 5635 | 11% |
| 2284 | 5% |
| 49938 | 100% |

**4-11 (Cont.)
Satisfaction with Fairness**

MACOM Breakout

| MACOM | Employee Results | |
|-------------------|------------------|------------|
| | Count | Percent |
| AMC | | 43% |
| FORSCOM | | 47% |
| MEDCOM | | 49% |
| TRADOC | | 46% |
| USACE | | 48% |
| USAREUR | | 52% |
| OTHER | | 47% |
| | | |
| TOTAL ARMY | | 47% |

| Supervisor Results | |
|--------------------|------------|
| Count | Percent |
| | 61% |
| | 64% |
| | 61% |
| | 61% |
| | 65% |
| | 63% |
| | 64% |
| | |
| | 63% |

4-12
Number of Formal Grievances
(Under Administrative Grievance Procedures)

MACOM Breakout - FY02

| Cmd Code | MACOM | Formal Agency Grievances |
|-----------------|-----------------------|---------------------------------|
| AE | ACQ EXEC SPT AGCY | 1 |
| AS | INSCOM | 0 |
| AT | ATEC | 2 |
| AU | AAA | 1 |
| CB | CIDC | 3 |
| CE | USACE | 23 |
| E1 | USAREUR* | 21 |
| FC | FORSCOM** | 11 |
| GB | ARMY NATIONAL GUARD | 1 |
| HR | RESERVE CMD | 15 |
| JA | JOINT ACTIVITIES | 9 |
| MA | MIL ACADEMY | 0 |
| MC | MEDCOM*** | 31 |
| MT | MTMC | 3 |
| MW | MDW | 0 |
| P1 | USARPAC | 10 |
| P8 | 8TH ARMY/KOREA | 4 |
| PC | MEPCOM | 3 |
| RC | USAREC | 1 |
| SC | SPACE & STRAT DEF CMD | 1 |
| SP | USASOC | 3 |
| SU | USARSO | 3 |
| TC | TRADOC | 16 |
| X1 | AMC | 37 |
| | HQDA**** | 12 |
| | ARMY WIDE | 211 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

4-13
Number of Formal Grievances
(Under Procedures Negotiated with Unions)

MACOM Breakout - FY02

| Cmd Code | MACOM | Negotiated Grievances |
|------------------|-----------------------|------------------------------|
| AE | ACQ EXEC SPT AGCY | 0 |
| AS | INSCOM | 0 |
| AT | ATEC | 4 |
| AU | AAA | 0 |
| CB | CIDC | 0 |
| CE | USACE | 161 |
| E1 | USAREUR* | 0 |
| FC | FORSCOM** | 56 |
| GB | ARMY NATIONAL GUARD | 0 |
| HR | RESERVE CMD | 140 |
| JA | JOINT ACTIVITIES | 0 |
| MA | MIL ACADEMY | 4 |
| MC | MEDCOM*** | 165 |
| MT | MTMC | 8 |
| MW | MDW | 1 |
| P1 | USARPAC | 22 |
| P8 | 8TH ARMY/KOREA | 14 |
| PC | MEPCOM | 0 |
| RC | USAREC | 0 |
| SC | SPACE & STRAT DEF CMD | 0 |
| SP | USASOC | 5 |
| SU | USARSO | 0 |
| TC | TRADOC | 95 |
| X1 | AMC | 260 |
| | HQDA**** | 16 |
| ARMY WIDE | | 951 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Activities), SS (Staff support Agencies of HQDA).

5-2

Work Force - Educational Level by PATCO

Number of Employees in Each Category Having Bachelor's Degree or Above by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------|
| ARMY | | | | | | | | | | | |
| Professional | | | | | | | | | | | |
| Degree | 47,483 | 45,491 | 44,388 | 43,537 | 42,321 | 40,735 | 39,180 | 38,026 | 37,719 | 37,917 | 38704 |
| Non-Degree | 7,740 | 6,772 | 6,754 | 6,472 | 6,287 | 6,260 | 6,268 | 6,386 | 6,690 | 6,879 | 6904 |
| Total Workforce | 55,223 | 52,263 | 51,142 | 50,009 | 48,608 | 46,995 | 45,448 | 44,412 | 44,409 | 44,796 | 45,608 |
| Administrative | | | | | | | | | | | |
| Degree | 26,629 | 25,839 | 25,167 | 25,037 | 24,573 | 23,534 | 23,101 | 22,560 | 22,650 | 22,477 | 22762 |
| Non-Degree | 40,364 | 36,550 | 34,895 | 33,823 | 33,176 | 32,427 | 32,114 | 32,276 | 32,989 | 34,316 | 35139 |
| Total Workforce | 66,993 | 62,389 | 60,062 | 58,860 | 57,749 | 55,961 | 55,215 | 54,836 | 55,639 | 56,793 | 57,901 |
| Technical | | | | | | | | | | | |
| Degree | 5,662 | 5,117 | 5,065 | 5,014 | 4,642 | 4,331 | 4,113 | 3,870 | 4,239 | 3,679 | 3866 |
| Non-Degree | 46,440 | 40,138 | 39,113 | 38,372 | 36,985 | 35,092 | 33,857 | 32,623 | 31,599 | 31,622 | 30951 |
| Total Workforce | 52,102 | 45,255 | 44,178 | 43,386 | 41,627 | 39,423 | 37,970 | 36,493 | 35,838 | 35,301 | 34,817 |
| Clerical | | | | | | | | | | | |
| Degree | 3,066 | 2,692 | 2,365 | 2,298 | 2,044 | 1,862 | 1,675 | 1,514 | 1,636 | 1,352 | 1465 |
| Non-Degree | 46,380 | 39,173 | 35,619 | 33,199 | 29,852 | 26,825 | 23,918 | 21,843 | 19,973 | 18,655 | 18759 |
| Total Workforce | 49,446 | 41,865 | 37,984 | 35,497 | 31,896 | 28,687 | 25,593 | 23,357 | 21,609 | 20,007 | 20,224 |
| Other | | | | | | | | | | | |
| Degree | 248 | 274 | 286 | 261 | 274 | 259 | 264 | 277 | 282 | 296 | 413 |
| Non-Degree | 7,000 | 6,417 | 5,986 | 5,143 | 5,113 | 4,995 | 4,780 | 4,756 | 4,772 | 5,123 | 6160 |
| Total Workforce | 7,248 | 6,691 | 6,272 | 5,404 | 5,387 | 5,254 | 5,044 | 5,033 | 5,054 | 5,419 | 6,573 |
| DOD | | | | | | | | | | | |
| Professional | | | | | | | | | | | |
| Degree | 152,546 | 149,133 | 144,406 | 140,317 | 136,119 | 128,267 | 123,903 | 120,919 | 119,835 | 119,984 | NA |
| Non-Degree | 21,437 | 19,950 | 19,751 | 19,472 | 20,475 | 20,199 | 22,505 | 21,093 | 24,395 | 19,965 | NA |
| Total Workforce | 173,983 | 169,083 | 164,157 | 159,789 | 156,594 | 148,466 | 146,408 | 142,012 | 144,230 | 139,949 | NA |
| Administrative | | | | | | | | | | | |
| Degree | 73,801 | 72,889 | 72,461 | 71,648 | 70,971 | 68,575 | 67,321 | 65,710 | 65,910 | 65,967 | NA |
| Non-Degree | 120,532 | 113,466 | 109,990 | 106,362 | 104,817 | 102,501 | 101,546 | 100,934 | 102,275 | 105,028 | NA |
| Total Workforce | 194,333 | 186,355 | 182,451 | 178,010 | 175,788 | 171,076 | 168,867 | 166,644 | 168,185 | 170,995 | NA |
| Technical | | | | | | | | | | | |
| Degree | 15,340 | 15,067 | 14,877 | 14,657 | 13,964 | 13,201 | 12,357 | 11,676 | 11,804 | 11,127 | NA |
| Non-Degree | 133,743 | 127,562 | 124,378 | 120,400 | 115,658 | 108,890 | 103,807 | 99,182 | 94,936 | 93,058 | NA |
| Total Workforce | 149,083 | 142,629 | 139,255 | 135,057 | 129,622 | 122,091 | 116,164 | 110,858 | 106,740 | 104,185 | NA |
| Clerical | | | | | | | | | | | |
| Degree | 7,345 | 6,862 | 6,320 | 5,739 | 5,227 | 4,802 | 4,292 | 3,895 | 3,860 | 3,429 | NA |
| Non-Degree | 123,672 | 110,876 | 102,115 | 91,847 | 83,462 | 76,212 | 68,546 | 62,762 | 57,639 | 53,569 | NA |
| Total Workforce | 131,017 | 117,738 | 108,435 | 97,586 | 88,689 | 81,014 | 72,838 | 66,657 | 61,499 | 56,998 | NA |
| Other | | | | | | | | | | | |
| Degree | 703 | 757 | 775 | 751 | 762 | 700 | 726 | 717 | 771 | 824 | NA |
| Non-Degree | 20,401 | 20,187 | 19,049 | 16,611 | 15,919 | 15,086 | 14,965 | 14,818 | 14,801 | 15,511 | NA |
| Total Workforce | 21,104 | 20,944 | 19,824 | 17,362 | 16,681 | 15,786 | 15,691 | 15,535 | 15,572 | 16,335 | NA |

5-2 (Cont.)
Work Force - Educational Level by PATCO

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----|
| FEDERAL GOV'T | | | | | | | | | | | |
| Professional | | | | | | | | | | | |
| Degree | 421,766 | 420,280 | 414,779 | 409,807 | 398,463 | 386,438 | 378,650 | 356,528 | 355,160 | 359,170 | NA |
| Non-Degree | 66,169 | 65,432 | 63,429 | 62,356 | 61,199 | 58,888 | 61,054 | 63,258 | 66,322 | 61,979 | NA |
| Total Workforce | 487,935 | 485,712 | 478,208 | 472,163 | 459,662 | 445,326 | 439,704 | 419,786 | 421,482 | 421,149 | NA |
| Administrative | | | | | | | | | | | |
| Degree | 268,161 | 266,105 | 263,228 | 258,994 | 256,887 | 254,929 | 257,497 | 256,290 | 260,433 | 267,243 | NA |
| Non-Degree | 285,806 | 282,634 | 279,820 | 274,821 | 272,656 | 268,992 | 273,898 | 283,444 | 289,079 | 298,161 | NA |
| Total Workforce | 553,967 | 548,739 | 543,048 | 533,815 | 529,543 | 523,921 | 531,395 | 539,734 | 549,512 | 565,404 | NA |
| Technical | | | | | | | | | | | |
| Degree | 58,225 | 55,836 | 55,311 | 52,974 | 51,715 | 51,176 | 50,442 | 46,636 | 46,530 | 45,999 | NA |
| Non-Degree | 358,888 | 348,170 | 338,774 | 323,226 | 314,529 | 305,526 | 299,082 | 298,296 | 293,393 | 300,040 | NA |
| Total Workforce | 417,113 | 404,006 | 394,085 | 376,200 | 366,244 | 356,702 | 349,524 | 344,932 | 339,923 | 346,039 | NA |
| Clerical | | | | | | | | | | | |
| Degree | 23,427 | 21,865 | 19,819 | 18,350 | 16,616 | 16,108 | 14,864 | 12,772 | 12,632 | 12,197 | NA |
| Non-Degree | 300,213 | 275,613 | 254,252 | 231,673 | 208,283 | 193,842 | 184,034 | 173,066 | 163,364 | 153,527 | NA |
| Total Workforce | 323,640 | 297,478 | 274,071 | 250,023 | 224,899 | 209,950 | 198,898 | 185,838 | 175,996 | 165,724 | NA |
| Other | | | | | | | | | | | |
| Degree | 5,528 | 5,878 | 6,004 | 6,183 | 6,513 | 6,491 | 7,087 | 7,247 | 7,971 | 8,343 | NA |
| Non-Degree | 45,421 | 45,206 | 42,900 | 40,120 | 39,988 | 39,561 | 40,502 | 40,862 | 42,249 | 45,103 | NA |
| Total Workforce | 50,949 | 51,084 | 48,904 | 46,303 | 46,501 | 46,052 | 47,589 | 48,109 | 50,220 | 53,446 | NA |

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

5-3

Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|---------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | |
| Monetary | 161,182 | 203,054 | 164,138 | 171,254 | 188,755 | 173,600 | 177,811 | 172,783 | 176,517 | 170,934 | 168,419 |
| Time Off | 0 | 7,437 | 25,556 | 29,767 | 35,889 | 36,525 | 33,860 | 35,202 | 38,585 | 35,970 | 38,859 |
| Total Awards | 161,182 | 210,491 | 189,694 | 201,021 | 224,644 | 210,125 | 211,671 | 207,985 | 215,102 | 206,904 | 207,278 |
| Size of the Workforce | 289,473 | 260,292 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 197,154 | 195,507 | 198,972 |
| DOD | | | | | | | | | | | |
| Monetary | 597,463 | 660,929 | 592,854 | 617,060 | 610,341 | 587,899 | 584,743 | 567,335 | 549,435 | 503,884 | NA |
| Time Off | 2 | 32,599 | 134,254 | 207,434 | 217,699 | 138,083 | 123,909 | 114,377 | 135,631 | 124,099 | NA |
| Total Awards | 597,465 | 693,528 | 727,108 | 824,494 | 828,040 | 725,982 | 708,652 | 681,712 | 685,066 | 627,983 | NA |
| Size of the Workforce | 907,444 | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | NA |
| Federal Government | | | | | | | | | | | |
| Monetary | 1,277,864 | 1,416,187 | 1,320,022 | 1,404,666 | 1,236,390 | 1,267,623 | 1,355,444 | 1,355,171 | 1,418,996 | 1,375,692 | NA |
| Time Off | 854 | 40,144 | 173,211 | 267,257 | 313,751 | 252,866 | 234,591 | 252,395 | 293,480 | 286,508 | NA |
| Total Awards | 1,278,718 | 1,456,331 | 1,493,233 | 1,671,923 | 1,550,141 | 1,520,489 | 1,590,035 | 1,607,566 | 1,712,476 | 1,662,200 | NA |
| Size of the Workforce | 2,191,546 | 2,123,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | NA |

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

OPM recently changed the way it defines the Nature of Action (NOA) codes for awards. The NOA codes used prior to FY01 are: Monetary: 873, 874, 875, 876, 877, 878, 879, 885, 889, 891, 892; Time-off: 872. For FY01 and later, monetary award codes are 840, 841, 842, 843, 844, 845, 848, 871, 878, 879, and 892; time-off award codes are 846 and 847.

5-3 (Cont.)
Awards - Rate per 1000 Employees

MACOM Breakout of Number of Awards - FY02

| Cmd Code | MACOM | Monetary Awards | Time-Off Awards |
|------------------|-----------------------|------------------------|------------------------|
| AE | ACQ EXEC SPT AGCY | 2,711 | 26 |
| AS | INSCOM | 994 | 282 |
| AT | ATEC | 3,727 | 325 |
| AU | AAA | 302 | 41 |
| CB | CIDC | 300 | 138 |
| CE | USACE | 39,941 | 1,255 |
| E1 | USAREUR* | 4,914 | 424 |
| FC | FORSCOM** | 11,920 | 5,411 |
| GB | ARMY NATIONAL GUARD | 306 | 10 |
| HR | RESERVE CMD | 3,703 | 3,544 |
| JA | JOINT ACTIVITIES | 1,225 | 593 |
| MA | MIL ACADEMY | 1,528 | 651 |
| MC | MEDCOM*** | 14,910 | 8,160 |
| MT | MTMC | 1,525 | 321 |
| MW | MDW | 2,159 | 519 |
| P1 | USARPAC | 2,224 | 623 |
| P8 | 8TH ARMY/KOREA | 978 | 122 |
| PC | MEPCOM | 1,214 | 612 |
| RC | USAREC | 1,456 | 1,093 |
| SC | SPACE & STRAT DEF CMD | 1,356 | 191 |
| SP | USASOC | 1,024 | 1,616 |
| SU | USARSO | 530 | 56 |
| TC | TRADOC | 10,153 | 6,526 |
| X1 | AMC | 51,485 | 4,273 |
| | HQDA**** | 7,834 | 2,047 |
| ARMY WIDE | | 168,419 | 38,859 |

* Includes command code J1 (NATO/SHAPE).

** Includes command codes CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

5-4
Disciplinary/Adverse Actions - Rate per 1000 Employees
Number of Actions in Each Category by Fiscal Year

| Category | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | |
| Suspensions | 755 | 652 | 693 | 789 | 871 | 845 | 812 | 802 | 753 | 717 |
| Removals for Cause | 901 | 770 | 446 | 455 | 468 | 372 | 531 | 594 | 502 | 422 |
| Resignations While Adverse Action Pending | 56 | 55 | 47 | 54 | 51 | 40 | 43 | 50 | 38 | 36 |
| Change to a Lower Grade | 10 | 13 | 8 | 21 | 4 | 4 | 8 | 17 | 16 | 6 |
| Total Disc/Adverse Actions | 1,722 | 1,490 | 1,194 | 1,319 | 1,394 | 1,261 | 1,394 | 1,463 | 1,309 | 1,181 |
| Size of the Workforce | 260,292 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 197,154 | 195,507 | 198,972 |
| DOD | | | | | | | | | | |
| Suspensions | 2,981 | 2,721 | 3,215 | 3,456 | 3,450 | 3,102 | 2,920 | 3,010 | 2,778 | NA |
| Removals for Cause | 3532 | 2912 | 1827 | 1,936 | 1,664 | 1,600 | 2,265 | 2,072 | 1,857 | NA |
| Resignations While Adverse Action Pending | 202 | 223 | 222 | 206 | 170 | 164 | 113 | 115 | 117 | NA |
| Change to a Lower Grade | 52 | 50 | 36 | 54 | 29 | 42 | 31 | 37 | 36 | NA |
| Total Disc/Adverse Actions | 6,767 | 5,906 | 5,300 | 5,652 | 5,313 | 4,908 | 5,329 | 5,234 | 4,788 | NA |
| Size of the Workforce | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | NA |
| Federal Government | | | | | | | | | | |
| Suspensions | 7,288 | 7,660 | 8,737 | 8,888 | 9,027 | 8,402 | 7,343 | 8,318 | 8,070 | NA |
| Removals for Cause | 9,136 | 8,335 | 5,582 | 5,957 | 5,511 | 5,259 | 8,124 | 8,403 | 8,278 | NA |
| Resignations While Adverse Action Pending | 526 | 520 | 521 | 451 | 385 | 412 | 355 | 348 | 369 | NA |
| Change to a Lower Grade | 172 | 157 | 129 | 139 | 101 | 92 | 90 | 88 | 78 | NA |
| Total Disc/Adverse Actions | 17,122 | 16,672 | 14,969 | 15,435 | 15,024 | 14,165 | 15,912 | 17,157 | 16,795 | NA |
| Size of the Workforce | 2,123,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | NA |

Army data include US-citizen appropriated fund employees (military & civil function). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data will heavily influence the Government-wide data just as Army data will influence the DOD data.

5-4 (Cont.)
Disciplinary/Adverse Actions - Rate per 1000 Employees

Number of Actions in Each Category by Fiscal Year

The Nature of Action (NOA) and Legal Authority Codes (LACs) used are shown below. Note that these are the current LACs. The collection of historical data required the use of a few different LACs.

Suspensions:

NOA: 450 LAC: VAA, VAB, V4J & ZEM, VAV & ZEM, VAC, VWJ, VAD & USP, VAE & USR, USP, USR

NOA: 452 LAC: VAJ, VHJ, USM

Removals for Cause:

NOA: 330 LAC: RYM, V5J, V6J, V7J, V8J, V4J & ZEM, VAJ, VHJ, UPM, UQM, LUM;

NOA: 356 LAC: QGM, QHM, VWP, VWR, U2M, LUM, VAJ

NOA: 385 LAC: L2M, L4M, L5M, L6M, L8M, V2M, VYM, VUM, LXM

NOA: 386 LAC: ZLK, ZLM, ZLJ, ZLL

Resignations While Adverse Action Pending:

NOA: 312 LAC: R5M, R7M, R8M, R9M, RUM

NOA: 317 LAC: R5M, RQM, RRM, RSM

Change to Lower Grade:

NOA: 713 LAC: QGM, QHM, VWP, L9M, VWR, U2M, U2M & N2M

Denial of within-grade increase (NOA 888, LAC Q5M, Q5M & VLJ) is not included because of concern about data accuracy.

5-4 (Cont.)
Disciplinary/Adverse Actions - Rate per 1000 Employees

Number of Actions in Each Category
MACOM Data for FY02

| Cmd Code | MACOM | Suspension | Removal for Cause | Resignation While Adv. Act. Pending | Change to Lower Grade | Total Disc./ Adverse Actions |
|----------|-------------------|------------|-------------------|-------------------------------------|-----------------------|------------------------------|
| AE | ACQ EXEC SPT AGCY | 1 | 0 | 0 | 0 | 1 |
| AT | ATEC | 14 | 7 | 0 | 0 | 21 |
| AS | INSCOM | 0 | 0 | 0 | 0 | 0 |
| AU | AAA | 0 | 1 | 0 | 0 | 1 |
| CB | CIDC | 6 | 2 | 0 | 0 | 8 |
| CE | USACE | 108 | 27 | 4 | 1 | 140 |
| E1 | USAREUR* | 22 | 27 | 2 | 0 | 51 |
| FC | FORSCOM** | 59 | 24 | 4 | 0 | 87 |
| GB | NGB (Title 5) | 0 | 0 | 0 | 0 | 0 |
| HR | RESERVE CMD | 59 | 34 | 2 | 0 | 95 |
| JA | JOINT ACTIVITIES | 2 | 1 | 0 | 0 | 3 |
| MA | MIL ACADEMY | 9 | 45 | 0 | 0 | 54 |
| MC | MEDCOM*** | 135 | 108 | 8 | 0 | 251 |
| MT | MTMC | 3 | 3 | 0 | 0 | 6 |
| MW | MDW | 12 | 2 | 2 | 0 | 16 |
| P1 | USARPAC | 24 | 7 | 1 | 1 | 33 |
| P8 | 8TH ARMY/KOREA | 2 | 1 | 0 | 0 | 3 |
| PC | MEPCOM | 14 | 8 | 0 | 0 | 22 |
| RC | USAREC | 4 | 3 | 0 | 0 | 7 |
| SC | SPACE & STRAT DEF | 0 | 0 | 0 | 0 | 0 |
| SP | USASOC | 5 | 2 | 0 | 0 | 7 |
| SU | USARSO | 4 | 1 | 0 | 0 | 5 |
| TC | TRADOC | 35 | 30 | 1 | 2 | 68 |
| X1 | AMC | 178 | 68 | 10 | 2 | 258 |
| | HQDA**** | 21 | 21 | 2 | 0 | 44 |
| | ARMY WIDE | 717 | 422 | 36 | 6 | 1,181 |

* Includes command code J1 (NATO/SHAPE).

** Includes command code CZ (Information Systems Command) and FS (Signal Command).

*** Includes command codes HS (Health Services Command) and MD (Surgeon General).

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM), SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff), SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

5-5
Disciplinary/Adverse Actions - Rate by RNO

Rate by Fiscal Year

| Category | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Minority | 688 | 607 | 624 | 584 | 525 | 525 | 506 | 510 |
| Non-Minority | 860 | 905 | 935 | 710 | 706 | 727 | 733 | 772 |
| Size of the Workforce | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 197,154 | 195,507 | 198,972 |
| Minority Rate/1000 | 2.87 | 2.66 | 2.87 | 2.81 | 2.61 | 2.66 | 2.59 | 2.56 |
| Non-Minority Rate/1000 | 3.59 | 3.96 | 4.30 | 3.42 | 3.52 | 3.69 | 3.75 | 3.88 |

The Nature of Action (NOA) codes used to define disciplinary actions are as follows:

- NOA 330, Removals
- NOA 385, Probationary Period Terminations
- NOA 450, Suspensions

6-1
RNO Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Army | | | | | | | | | | | |
| Black | 45,401 | 41,118 | 39,180 | 38,497 | 37,078 | 35,088 | 33,477 | 32,416 | 32,355 | 31,821 | 32,423 |
| Hispanic | 15,066 | 13,557 | 13,210 | 13,057 | 13,032 | 12,501 | 12,185 | 12,051 | 12,152 | 12,376 | 12,683 |
| Asian/Pacific | 6,791 | 6,222 | 6,008 | 6,118 | 5,979 | 5,897 | 5,751 | 5,703 | 5,769 | 5,906 | 6,215 |
| Native American | 3,031 | 2,762 | 2,723 | 2,753 | 2,632 | 2,472 | 2,359 | 2,333 | 2,332 | 2,250 | 2,255 |
| White | 216,407 | 193,904 | 184,128 | 176,570 | 166,887 | 158,350 | 150,955 | 145,260 | 142,741 | 141,713 | 142,405 |
| Total Workforce | 286,696 | 257,563 | 245,249 | 236,995 | 225,608 | 214,308 | 204,727 | 197,763 | 195,349 | 194,066 | 195,981 |
| DOD | | | | | | | | | | | |
| Black | 136,598 | 129,295 | 123,093 | 115,271 | 109,406 | 102,182 | 97,720 | 94,119 | 92,852 | 90,857 | NA |
| Hispanic | 51,229 | 48,338 | 47,074 | 45,561 | 44,655 | 43,143 | 41,119 | 38,789 | 37,297 | 36,403 | NA |
| Asian/Pacific | 32,607 | 32,231 | 31,317 | 30,089 | 29,074 | 27,753 | 26,778 | 26,267 | 25,559 | 25,771 | NA |
| Native American | 8,360 | 7,826 | 7,645 | 7,327 | 7,056 | 6,672 | 6,390 | 6,241 | 6,157 | 5,995 | NA |
| White | 666,624 | 621,052 | 591,785 | 557,317 | 531,137 | 500,079 | 479,964 | 460,692 | 451,542 | 442,873 | NA |
| Total Workforce | 895,418 | 838,742 | 800,914 | 755,565 | 721,328 | 679,829 | 651,971 | 626,108 | 613,407 | 601,899 | NA |
| Federal Gov't | | | | | | | | | | | |
| Black | 364,980 | 354,811 | 343,141 | 330,374 | 316,375 | 305,717 | 302,819 | 300,756 | 301,049 | 302,187 | NA |
| Hispanic | 120,962 | 118,396 | 117,037 | 116,327 | 115,869 | 114,884 | 115,675 | 114,859 | 115,483 | 118,716 | NA |
| Asian/Pacific | 67,730 | 68,891 | 69,118 | 69,115 | 68,384 | 67,793 | 67,973 | 65,617 | 66,244 | 69,060 | NA |
| Native American | 42,450 | 42,341 | 41,130 | 39,742 | 38,033 | 37,822 | 37,592 | 37,620 | 37,967 | 38,712 | NA |
| White | 1,579,435 | 1,520,494 | 1,464,548 | 1,397,023 | 1,343,494 | 1,294,953 | 1,271,308 | 1,238,035 | 1,226,815 | 1,229,108 | NA |
| Total Workforce | 2,175,557 | 2,104,933 | 2,034,974 | 1,952,581 | 1,882,155 | 1,821,169 | 1,795,367 | 1,756,887 | 1,747,558 | 1,757,783 | NA |

RNO categories other than those displayed (i.e., codes specific to Hawaii and Puerto Rico) and missing data result in the workforce totals for this indicator being slightly lower than the workforce totals for other indicators.

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Note that the data shown represent RNO codes A - E only. The inclusion of codes F - Y would change the percentages slightly.

6-2 Gender Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | |
| Female | 120,328 | 105,796 | 100,447 | 96,624 | 91,680 | 86,861 | 82,551 | 79,710 | 78,486 | 77,888 | 78,635 |
| Male | 169,145 | 154,498 | 147,424 | 143,116 | 136,776 | 130,402 | 125,100 | 121,125 | 119,848 | 118,640 | 120,323 |
| Total Workforce | 289,473 | 260,294 | 247,871 | 239,740 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,528 | 198,958 |
| DOD | | | | | | | | | | | |
| Female | 347,963 | 327,741 | 314,534 | 297,846 | 285,846 | 271,600 | 261,223 | 251,235 | 247,778 | 239,900 | NA |
| Male | 559,479 | 522,725 | 498,157 | 469,480 | 446,841 | 419,589 | 402,142 | 386,711 | 376,965 | 372,995 | NA |
| Total Workforce | 907,442 | 850,466 | 812,691 | 767,326 | 732,687 | 691,189 | 663,365 | 637,946 | 624,743 | 612,895 | NA |
| Federal Gov't | | | | | | | | | | | |
| Female | 951,699 | 925,138 | 898,697 | 867,928 | 834,739 | 811,044 | 803,766 | 793,095 | 793,288 | 797,368 | NA |
| Male | 1,239,694 | 1,194,698 | 1,151,199 | 1,099,820 | 1,062,327 | 1,024,995 | 1,006,549 | 979,209 | 969,255 | 975,134 | NA |
| Total Workforce | 2,191,393 | 2,119,836 | 2,049,896 | 1,967,748 | 1,897,066 | 1,836,039 | 1,810,315 | 1,772,304 | 1,762,543 | 1,772,502 | NA |

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

6-3

Representation of Individuals with Disabilities

Number of Employees in Each Category by Fiscal Year

| Category | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Army | | | | | | | | | | | |
| Disability | 23,465 | 20,709 | 19,393 | 18,481 | 17,281 | 16,273 | 15,519 | 14,880 | 14,738 | 14,283 | 14,848 |
| No Disability | 266,008 | 239,585 | 228,478 | 221,260 | 211,175 | 200,990 | 192,132 | 185,955 | 183,596 | 182,254 | 184,124 |
| Total Workforce | 289,473 | 260,294 | 247,871 | 239,741 | 228,456 | 217,263 | 207,651 | 200,835 | 198,334 | 196,537 | 198,972 |
| DOD | | | | | | | | | | | |
| Disability | 80,655 | 74,972 | 70,830 | 65,267 | 61,053 | 56,627 | 53,168 | 50,284 | 48,107 | 46,542 | NA |
| No Disability | 826,789 | 775,494 | 741,861 | 702,060 | 671,634 | 634,574 | 610,219 | 587,690 | 576,650 | 566,381 | NA |
| Total Workforce | 907,444 | 850,466 | 812,691 | 767,327 | 732,687 | 691,201 | 663,387 | 637,974 | 624,757 | 612,923 | NA |
| Federal Gov't | | | | | | | | | | | |
| Disability | 153,864 | 151,444 | 145,397 | 139,861 | 132,609 | 127,320 | 124,384 | 122,515 | 120,864 | 121,002 | NA |
| No Disability | 2,037,682 | 1,968,672 | 1,904,775 | 1,827,890 | 1,764,458 | 1,708,732 | 1,685,957 | 1,649,818 | 1,641,695 | 1,651,531 | NA |
| Total Workforce | 2,191,546 | 2,120,116 | 2,050,172 | 1,967,751 | 1,897,067 | 1,836,052 | 1,810,341 | 1,772,333 | 1,762,559 | 1,772,533 | NA |

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data.

Disability is defined as Handicap Codes 06 through 94.