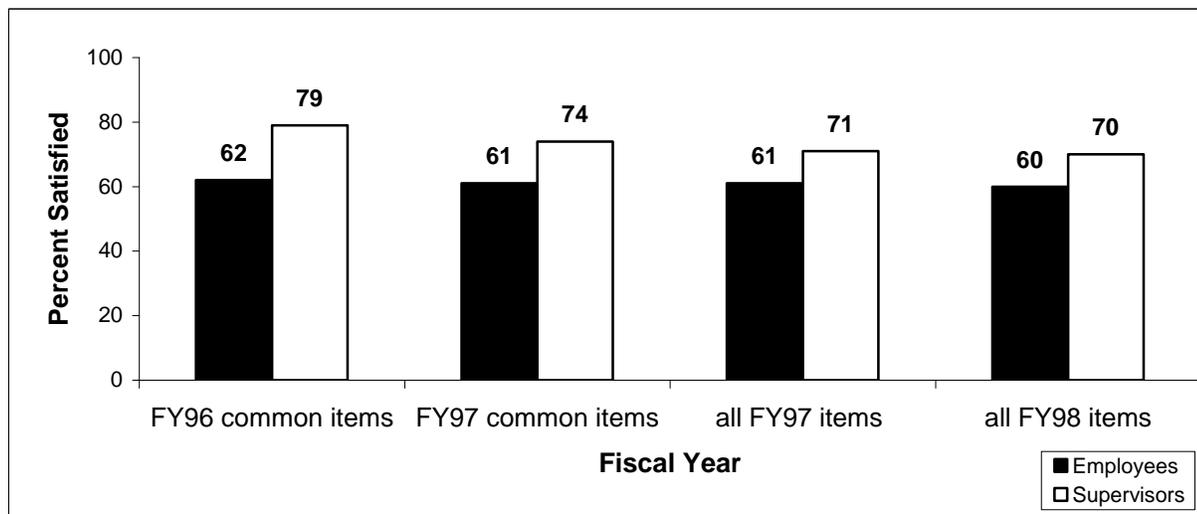


4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

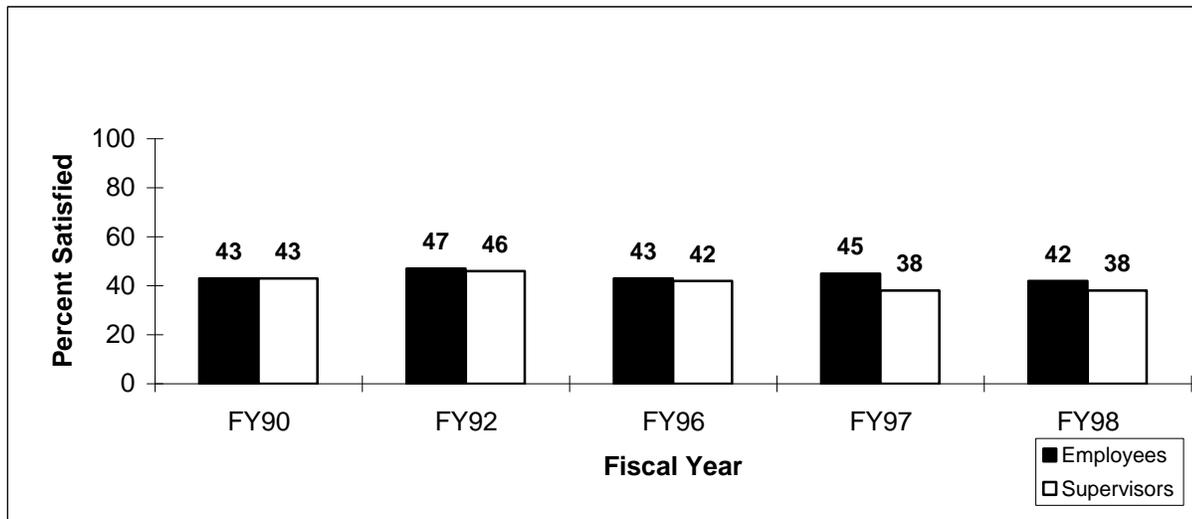
Analysis:

- 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. A27-28, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee job satisfaction percentage stays about the same, whereas the supervisor job satisfaction percentage drops by five points in FY97. Employee and supervisor job satisfaction each drop an additional one point in FY98. The FY98 objective of 5% improvement was not met.
- Supervisors are more satisfied with their jobs than are employees.
- MACOM results are not available for FY98.

4-2. Satisfaction with Career - Recommendation to Others

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

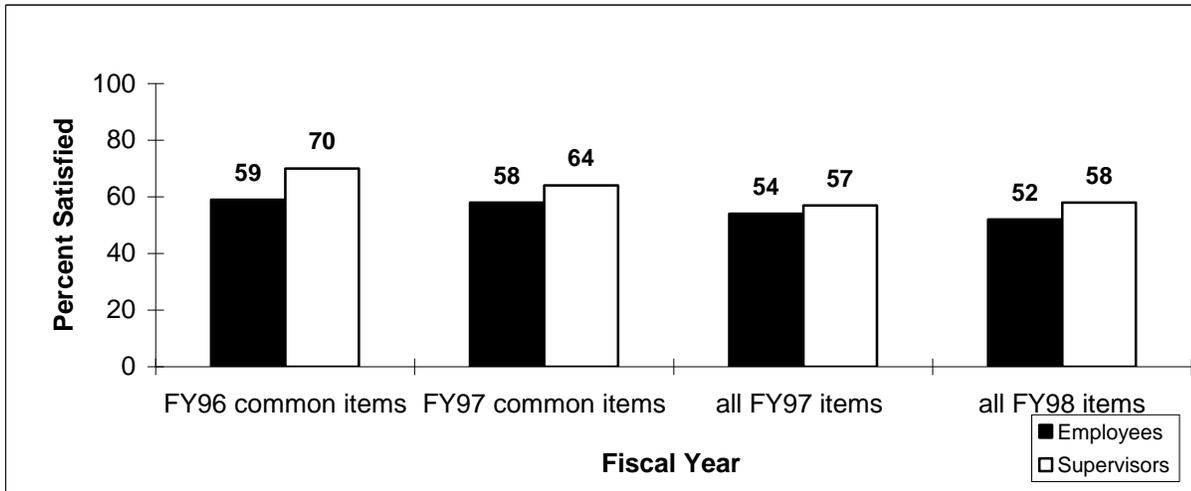
Analysis:

- 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, p. A29, for the rating scale, individual survey items, and raw scores.
- The baselines for employees and supervisors are 44% and 42%, respectively. The FY98 data are 42% and 38%, respectively. The objective of 5% improvement over the baselines was not met.
- Employee's career satisfaction in FY98 is approximately the same as it was in FY90. Supervisors' career satisfaction is lower than it was in FY90.
- Overall, neither group is satisfied enough with its career to recommend it to others.
- MACOM results are not available for FY98.

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

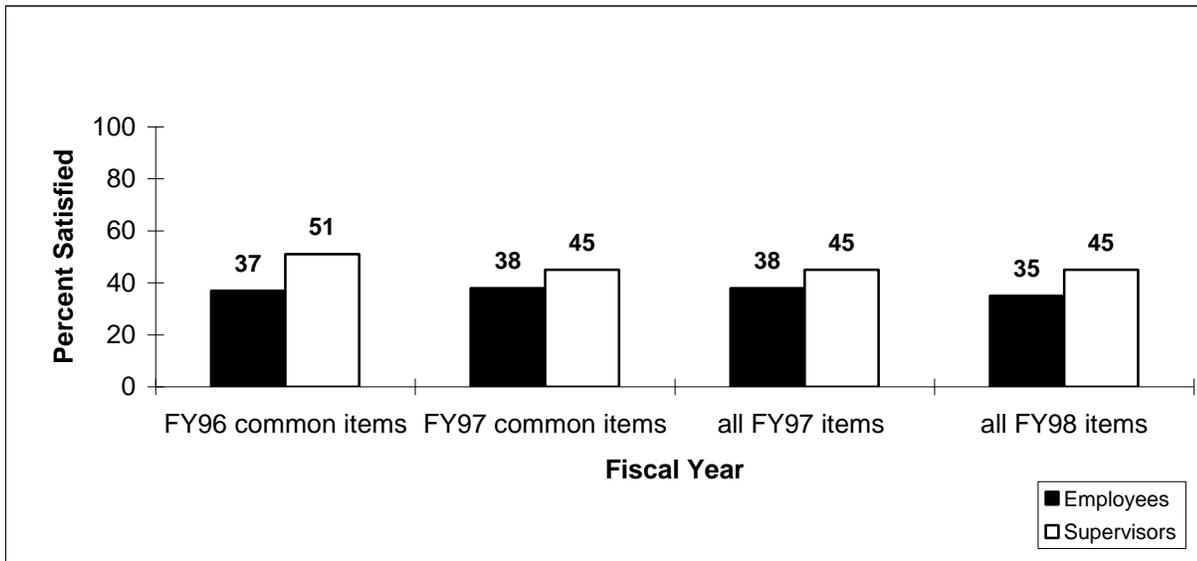
Analysis:

- 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. A30-31, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor percentage drops by six points in FY97. Employee satisfaction drops two points between FY97 and FY98. Supervisor satisfaction rises by one point between FY97 and FY98. The FY98 objective of 5% improvement was not met.
- Overall, satisfaction with supervisor is lower among employees than among supervisors. Employee satisfaction has decreased slowly over time. Supervisor satisfaction took a big drop in FY97 and appears to have stabilized.
- MACOM results are not available for FY98.

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

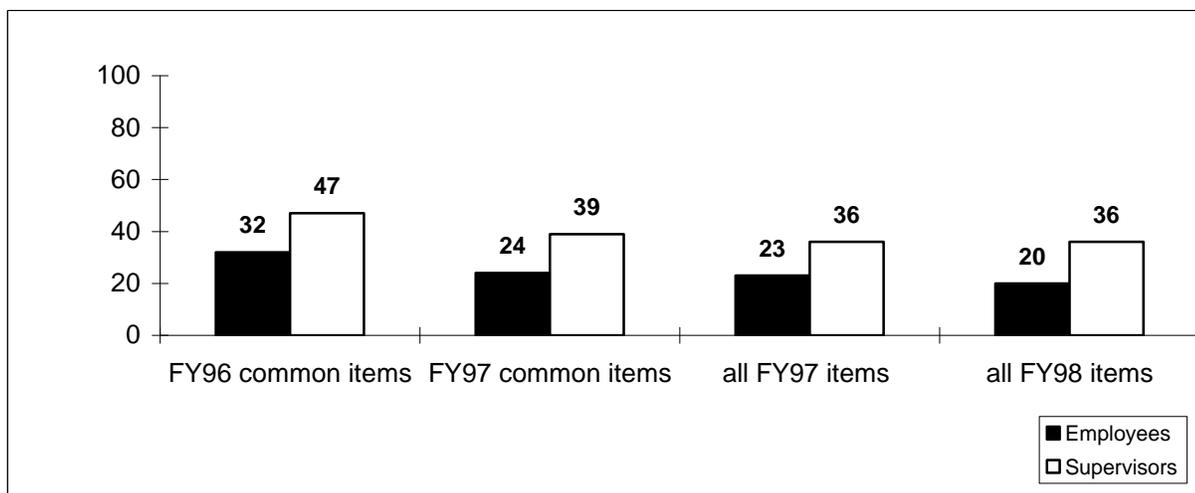
Analysis:

- 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. A32-33, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor satisfaction percentage drops by six points in FY97. Employee satisfaction with management drops three points in FY98. Supervisor satisfaction with management stays the same in FY98. The FY98 objective of 5% improvement was not met.
- Overall, neither group is satisfied with management. Employees are less satisfied than supervisors with management.

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

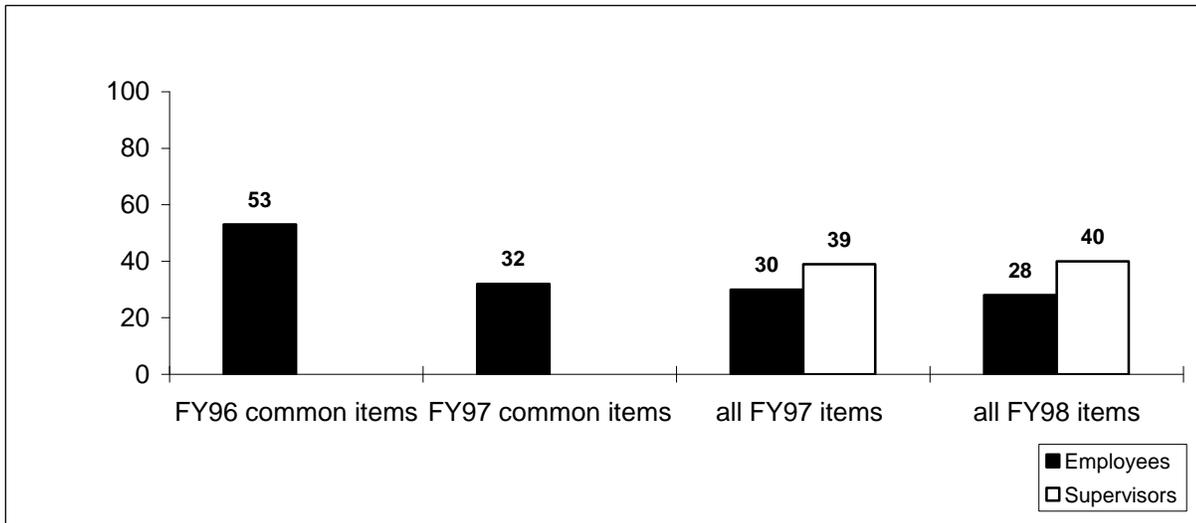
Analysis:

- 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. A34-35, for the rating scales, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, satisfaction with the promotion system drops by eight percent for both employees and supervisors in FY97. Employee satisfaction with the promotion system drops an additional three points in FY98. Supervisor satisfaction with the promotion system stays the same in FY98. The FY98 objective of 5% improvement was not met.
- Overall, neither group is satisfied with the promotion system.
- MACOM results are not available for FY98.

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor version)

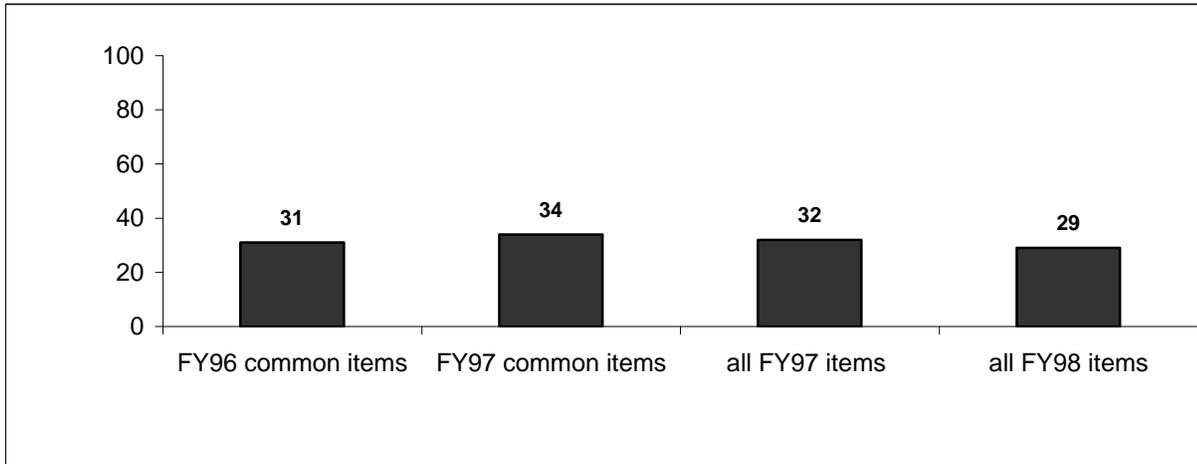
Analysis:

- 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, p. A36, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with awards and recognition drops by 21 points in FY97. Employee satisfaction with awards and recognition drops an additional two points in FY98. Supervisor satisfaction increases by one point. The FY98 objective of 5% improvement was not met.
- Neither employees nor supervisors are satisfied with the link between job performance and awards and recognition.
- MACOM results are not available for FY98.

4-7. Satisfaction with Discipline/Grievance/EEO Procedures

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee version)

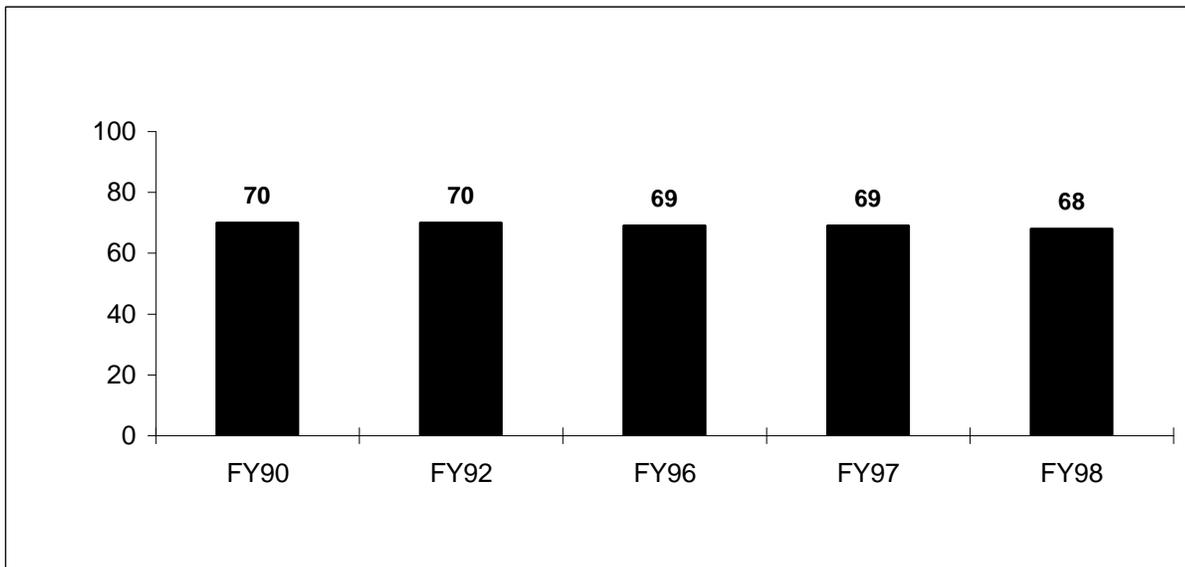
Analysis:

- 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, p. A37, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with increases by three points in FY97. Employee satisfaction decreases by three points in FY98. The FY98 objective of 5% improvement was not met.
- Overall, employees were not satisfied with administrative procedures related to discipline, grievances, and EEO.
- MACOM results are not available for FY98.

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee version)

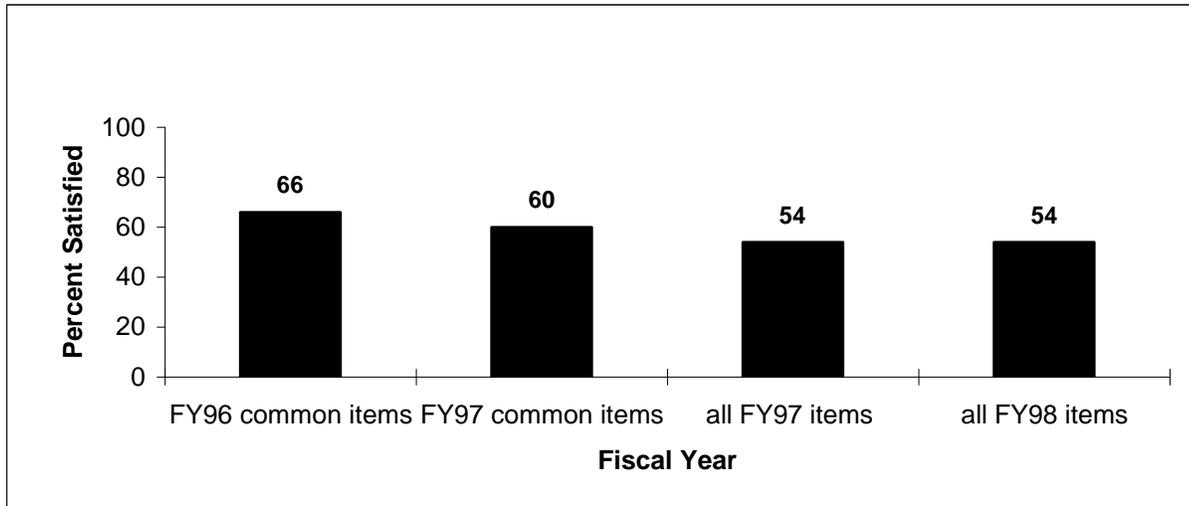
Analysis:

- 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, p. A38, for the rating scale, individual survey items, and raw scores.
- The baseline for employees is 69.5%. The FY98 satisfaction score is 68%. The objective of 5% improvement over the baseline was not met.
- The satisfaction percentage remained flat between FY90-98.
- Overall, employees are satisfied with their co-workers.
- MACOM results are not available in FY98.

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (supervisor version)

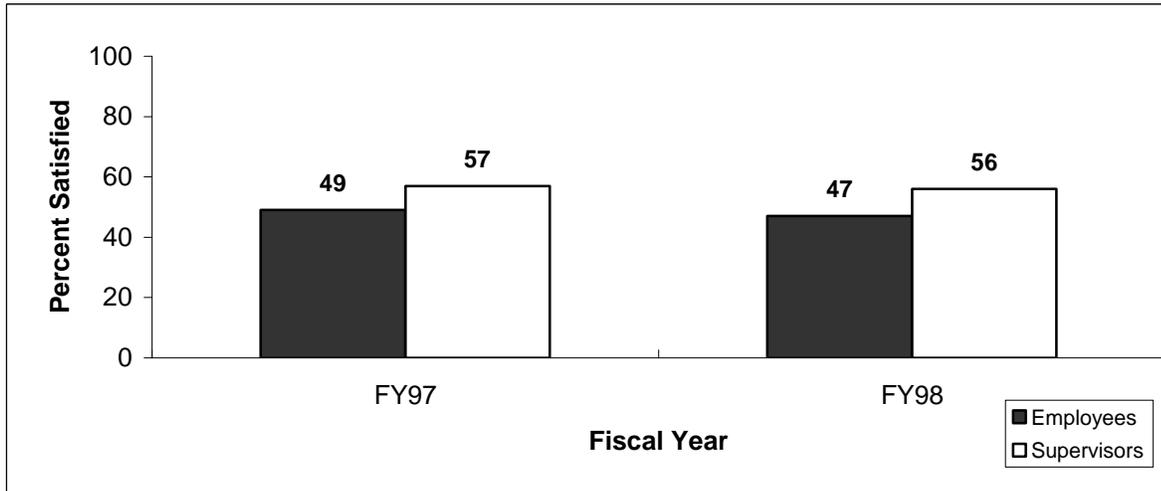
Analysis:

- 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. A39-40, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, supervisor satisfaction with authority drops by six points in FY97. Supervisor satisfaction with authority stays the same in FY98. The FY98 objective of 5% improvement was not met.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities, but the degree of satisfaction is dropping.
- MACOM results are not available for FY98.

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

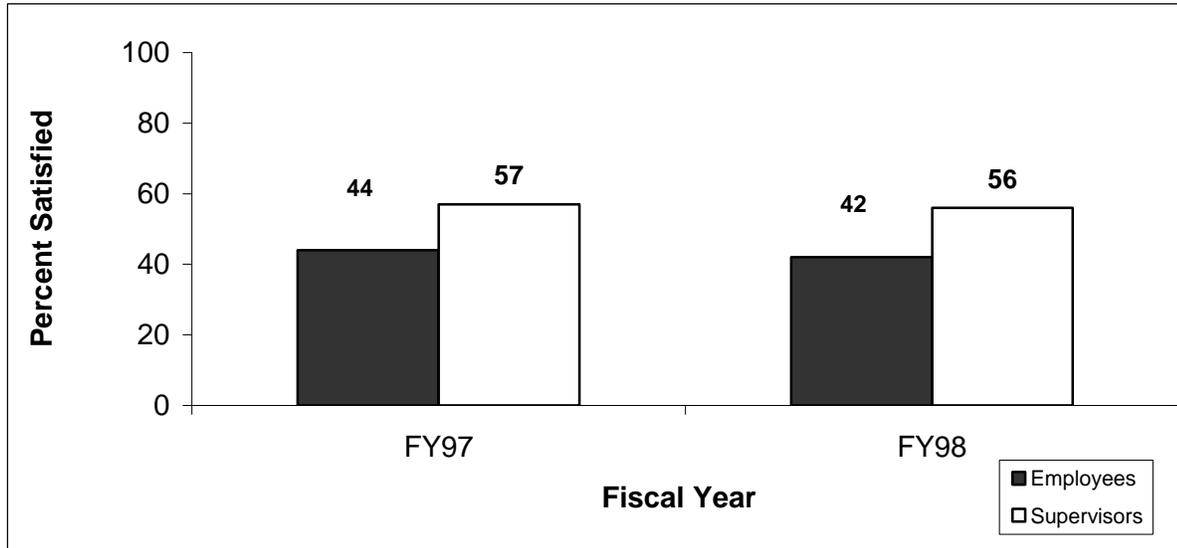
Analysis:

- 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. A41-42, for the rating scales, individual survey items, and raw scores.
- The objective for this indicator is based on the results for FY97, when this indicator was created. Employee and supervisor satisfaction drop by two and one points, respectively, in FY98. The FY98 objective of 5% improvement was not met.
- Supervisors were more satisfied with the training and development system than were employees.
- MACOM results are not available for FY98.

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



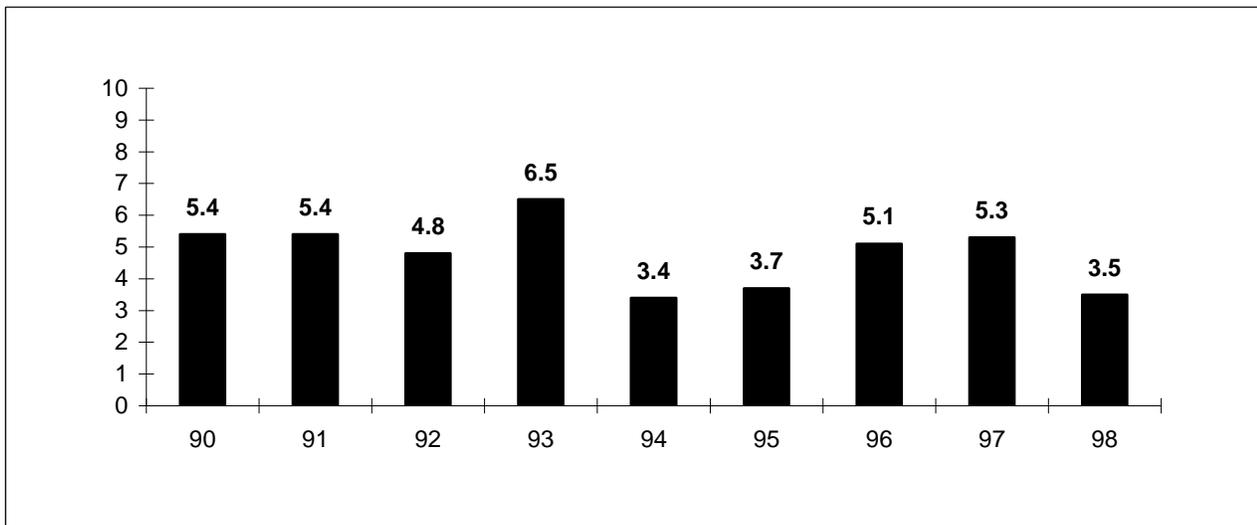
Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

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. A43-44, for the rating scales, individual survey items, and raw scores.
- The objective for this indicator is based on the results for FY97, when this indicator was created. Employee satisfaction with fairness drops by two points in FY98. Supervisor satisfaction with fairness drops by one point in FY98. The FY98 objective of 5% improvement was not met.
- Supervisors were more satisfied with fairness than were employees.
- MACOM results are not available for FY98.

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

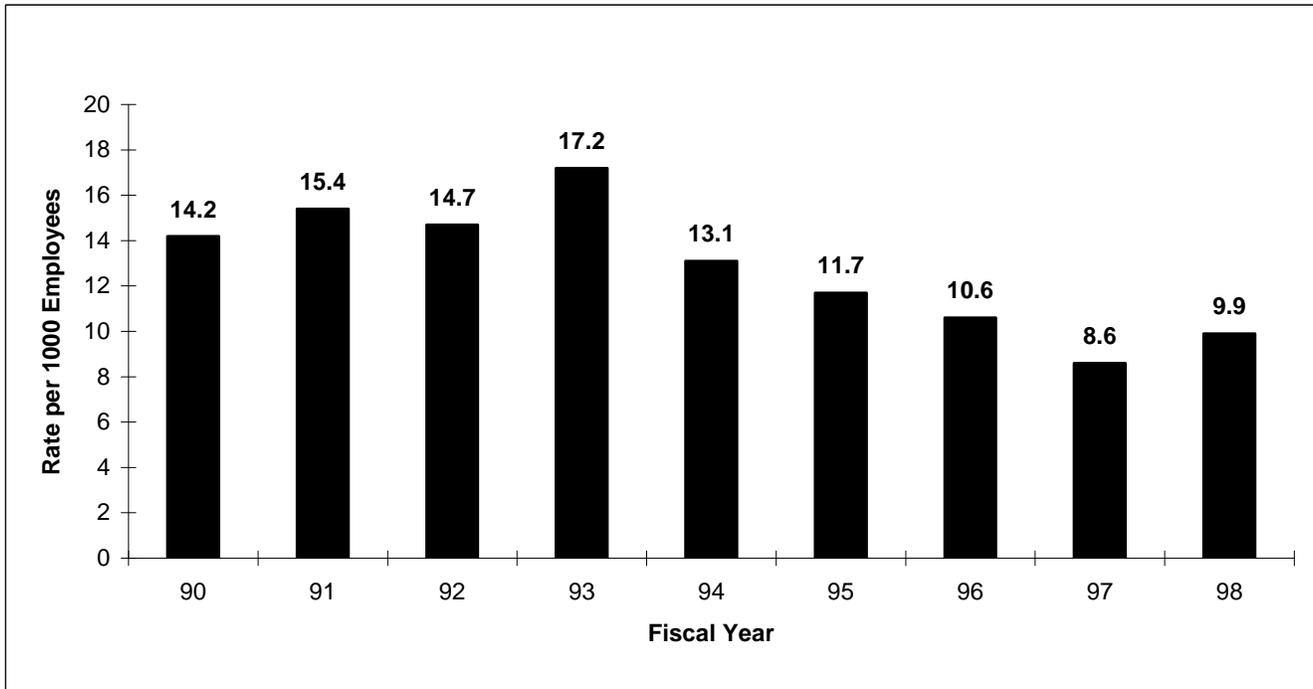
Fiscal Year	90	91	92	93	94	95	96	97	98
No. Grievances	764	753	631	769	376	387	510	485	302
No. Non-BU Employees	140,924	139,479	130,206	118,447	109,800	105,679	99,088	91,490	87,304

Analysis:

- The FY98 rate of 3.5 is at the low end of the narrow band of three to six grievances per 1000 employees over the past nine years.
- See Appendix, p. A45, for FY98 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	90	91	92	93	94	95	96	97	98
No. Grievances	2,662	2,738	2,653	2,434	1,808	1,575	1,357	1,071	1,181
No. BU Employees	186,936	178,200	180,609	141,847	138,071	134,062	127,594	124,208	119,841

Analysis:

- In FY98, the rate of grievances rose after four years of decline. However, the FY98 rate is still one of the best since the establishment of Executive Order 12871, Labor-Management Partnerships.
- See Appendix, p. A46, for FY98 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.