

CIVILIAN HUMAN RESOURCES

FY12 ANNUAL REPORT



- Civilian Worldwide Service -



Office of the Assistant G-1 for Civilian Personnel

From the Assistant G-1 for Civilian Personnel:

I am pleased to present the FY12 Civilian Human Resources (CHR) Annual Report to our stakeholders. Since this is my first year as your Assistant G-1, I have been particularly interested in ways to demonstrate our value; and this report, which is full of CHR metrics and outcomes, is relevant, important, and easy to understand.

Overall the results are positive. Most of our metrics remained strong or improved from last year's levels. I specifically want to note the improvements we made in our servicing ratios where we exceeded our goals. Management arbitration and Unfair Labor Practice results were noteworthy. The Workers' Compensation Program completed another year of recognized performance. Our workforce morale, quality, and representation continue to provide a strong foundation for excellence.

With reports like this, it is important to maintain line-of-sight with other strategic plans and initiatives. I am pleased that the results shown in this report can be aligned to my own Assistant G-1 mission and priorities, which are to:

Establish the strategic direction of Army Civilians, with governing policies and programs that increase their effectiveness as part of the Army team.

- Support the Operational Army
- Maintain Readiness of the Civilian Workforce
- Set the Conditions for a Responsible Civilian Workforce Drawdown
- Transform the Civilian Workforce
- Achieve Operational Efficiencies
- Increase Communication with All Stakeholders

None of our accomplishments could have been done without the support of our colleagues in the field and at our headquarters. Thank you for your contributions. Together we have made CHR the strong program it is today.

Jay D Aronowitz

Army Civilian Corps - Army Strong

INTRODUCTION

The FY12 *Annual Report* continues the evaluation philosophy underlying the FY96-11 *Annual Evaluations* by focusing on Army-wide program outcomes and results. The report is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY12 Annual Report* balances all aspects of Civilian Human Resources (CHR), from the effectiveness of service delivery to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian workforce. Analyses presented provide critical feedback for sound policy decisions, strategic planning, and future CHR program guidance.

Organization

The *Annual Report* consists of the following sections:

- Executive Summary – A synopsis of overall results for all performance indicators.
- The Year in Review – A narrative of events and accomplishments that impact the CHR program and the civilian work force. Although the Year in Review is non-evaluative, it provides context for the analyses presented in subsequent sections.
- Performance Indicators – An individual report on CHR performance against 31 metrics designed to inform the Army leadership on CHR program health. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian Personnel Administration, Effectiveness of Civilian Personnel Management, Civilian Workforce Morale, Civilian Workforce Quality, and Civilian Workforce Representation. All metrics are presented with accompanying analyses.
- Appendix – A section showing background data used in developing the performance indicators. Command, CHR regional, DoD and government breakouts, where available, are included in this section.

PERFORMANCE INDICATORS

Performance indicators for the *Annual Report* 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 Commands. In brief, the indicators are intended to:

- Evaluate the CHR program overall 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 workforce.
- Impose minimal burden on the field in terms of additional reporting requirements. Almost all of the data for the indicators are obtained through automated sources.
- Set quantitative performance objectives for as many of the indicators as possible. Throughout the report, the term “objective” is used to mean the threshold point below which an intervention or special study may be necessary. They are not formal goals but rather a cut point that suggests when a special study or intervention may become necessary.
- 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 Workforce

Except as noted, work force data in the *Annual Report* are shown for Army U.S. citizen appropriated fund employees in military and civil functions. Army National Guard Technicians are not included since their data is maintained separately.

Performance Indicators

- Regulatory and Procedural Compliance Indicators – Indicators are collected from various internal sources to address regulatory and procedural compliance.
- Morale Indicators – Morale and customer satisfaction metrics (performance indicators 2-1, 4-1, and 4-2) are collected from the Army Civilian Attitude Survey and the United States Office of Personnel Management (OPM) Federal Employee Viewpoint Survey. The performance indicators in 2-1 and 4-2 are not reported on the basis of individual survey items. Rather, they are based on composites of items that measure variations of the same concept.
- Equal Employment Opportunity Compliance and Complaints Review (EEOCCR) provide the indicator covering Equal Employment Opportunity.
- Workforce Representation – We provide three general representation indicators and four demographic indicators of new hires and interns. More detailed breakouts are available from Army's EEO Agency.
- Categorization of Performance Indicators – Functional experts at HQDA placed indicators into various categories (e.g., Civilian Personnel Administration Effectiveness, Civilian Personnel Management Effectiveness). In some instances, the placement has significant implications regarding the roles of CHR professionals.

The Next Step

Evaluation results are used to develop CHR plans and policies. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.

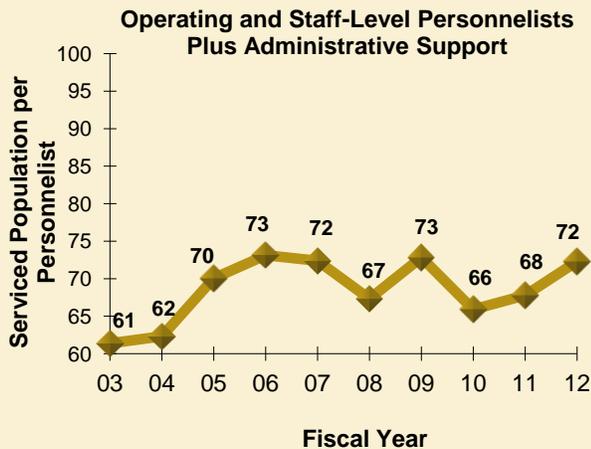


CHR FY12 ANNUAL REPORT

- EXECUTIVE SUMMARY -

This report assesses the effectiveness of the Army's civilian personnel program. Where possible, performance was measured against objectives. Some indicators compare Army performance against comparable DoD and Government-wide data. These data were reported and will be used to establish future objectives. Historical data were used for perspective wherever it was possible. Key findings are reported below.

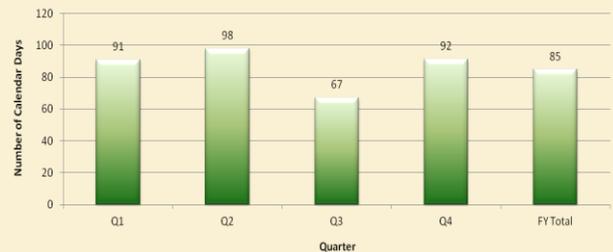
COST/EFFICIENCY



The overall servicing ratio for operating and staff-level personnelists and administrative support increased from 1:68 in FY11 to 1:72 in FY12. Army exceeded its OSD goal of 1:88 at 1:91 operating personnelists to serviced population on indicator 1-1.

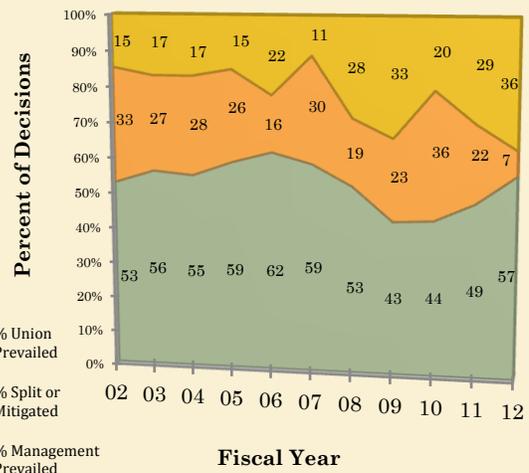
Civilian personnel productivity was 5% lower than in FY11 due to a decrease in personnel actions. The FY12 productivity per serviced customer was also lower for the same reason.

ADMINISTRATIVE EFFECTIVENESS

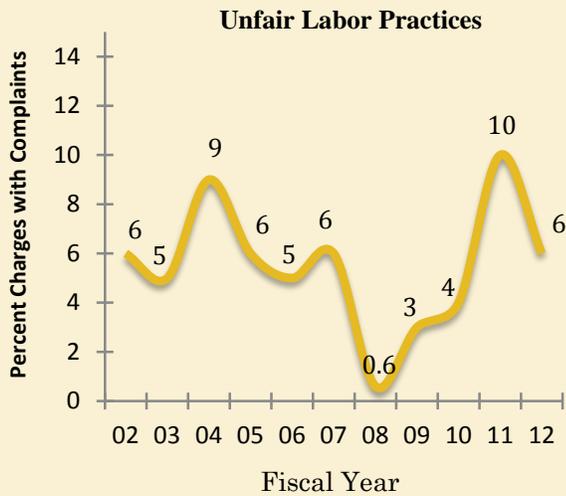


Army did not meet its objective for average fill-time of 80 calendar days or less with an average of 85 days. Fill-time was counted per DOD guidance from Initiation of the RPA to the Effective Date in FY12. The goal was to meet 80 days by the end of FY12 for all external hires. External hires are hires that are new to Army, with the exception of transfers from another DOD agency.

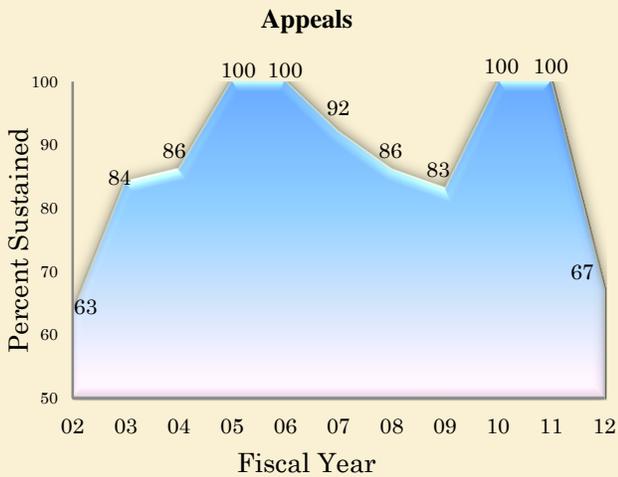
MANAGEMENT EFFECTIVENESS



Army continued to do well in arbitration decisions: 57% of the decisions favored management, 7% were either split/mitigated, and 36% favored the union.

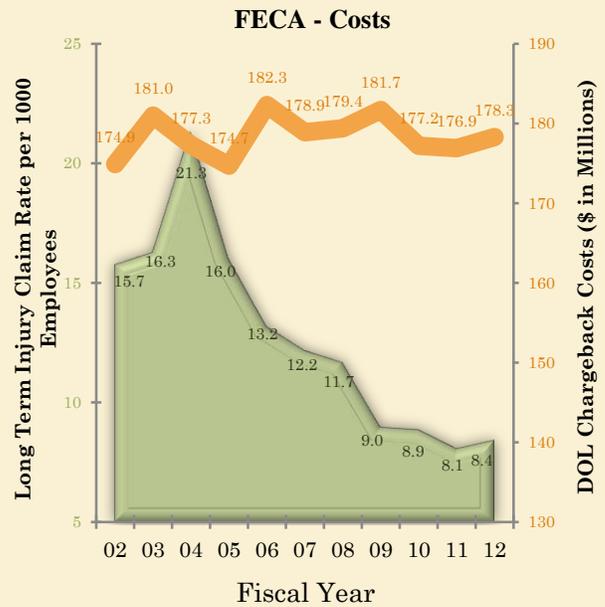


In Unfair Labor Practices, the FLRA issued complaints in 6% of the charges – this number decreased 4% from FY11 as the number of charges filed decreased by 7 and the number of complaints issued decreased by 11.



Army did not meet the 90% objective set by OSD and OPM as 67% of the appeals were sustained. There were three classification appeals adjudicated in FY12. Two were sustained. The third resulted in a lower grade.

The rate and total number of long-term workers compensation cases continued to remain low at 8.4 with 2,123 cases. The total cost of the program for FY12 was \$178,289,080. This was maintained with a program COLA increase and extra payment for the year.



Two residential training courses for Injury Compensation Program Administrators (ICPAs) were offered in FY12. The Army Program Manager presented two classes on Workers Compensation at the Army Safety Symposium in Atlanta. Army brought back 33 long-term claimants under the DCPAS “Pipeline” program saving \$52.5 million dollars in future cost avoidance. The Army Audit Agency recommended centralizing the administration of the program. CHRA is beginning a pilot program to test this recommendation. Army Implementing Guidance on Workers Compensation was released in August 2012.

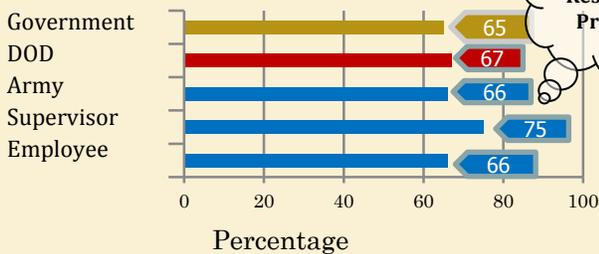
100% of ACTEDS Intern funds were executed in FY12. Overall execution was \$104,975,056.

Army exceeded the 90% objective in Identifying emergency essential employees at 98.6%.

WORKFORCE MORALE

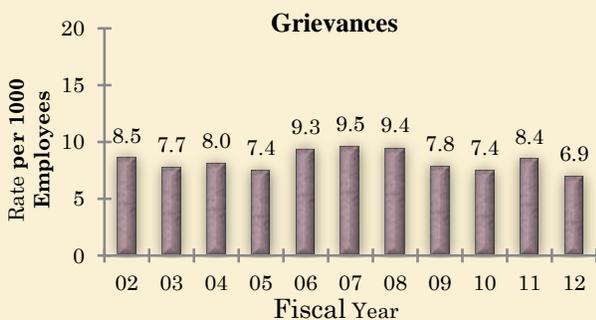
Army's average job satisfaction rate was high in the most recent 2010 survey – 78% for non-supervisors and 83% for supervisors. A new survey is in process.

Conditions for Engagement



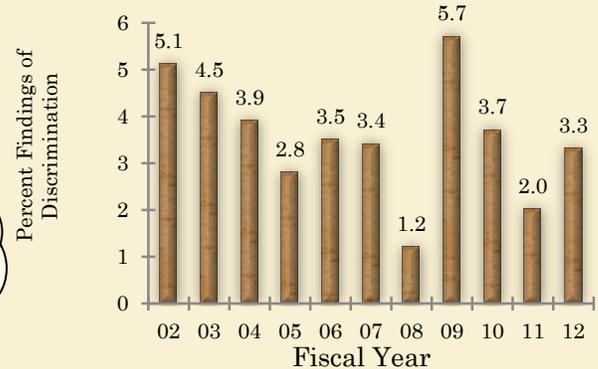
Army's average on workplace engagement questions was also high. This was near the average for all of DOD and is higher than the Government-wide engagement average from the 2012 Federal Employee Viewpoint Survey (FEVS). On the 2010 Army survey supervisors were the most engaged at 75% while employees were engaged slightly above the Government-wide average of 65% on the FEVS.

In FY12 the number of formal grievances filed under administrative procedures increased from 1.5 to 2.9 per 1,000 employees.



The number of grievances filed under procedures negotiated with unions decreased from 8.4 to 6.9 per 1,000 employees.

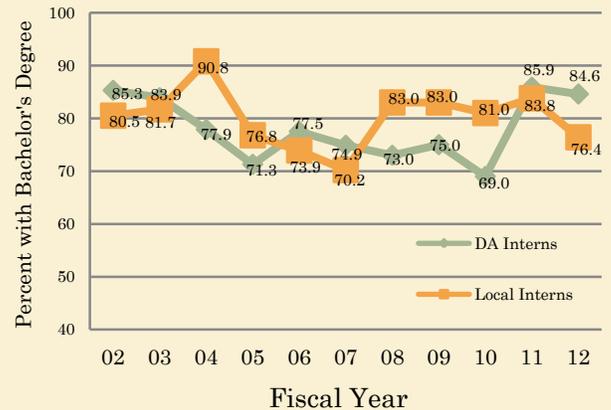
EEO Complaints



The percent of findings increased 1.3 percent from 2.0 percent in FY11 to 3.3 percent in FY12. Overall, findings continue to be extremely rare Army-wide. A determination that an employee was retaliated against by management for prior participation in the EEO complaint process remained the most common reason for a finding, occurring in 7 of the 10 cases in which discrimination was found in FY12.

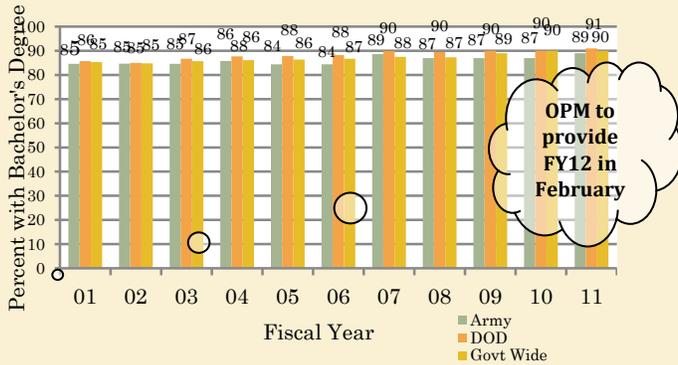
WORKFORCE QUALITY

Education Level by Type of Trainee



The percentage of DA interns with a bachelor's degree or higher was 84.6% for FY12. The percentage of local interns with a bachelor's degree or higher was 76.4% for FY12.

Professional Occupations

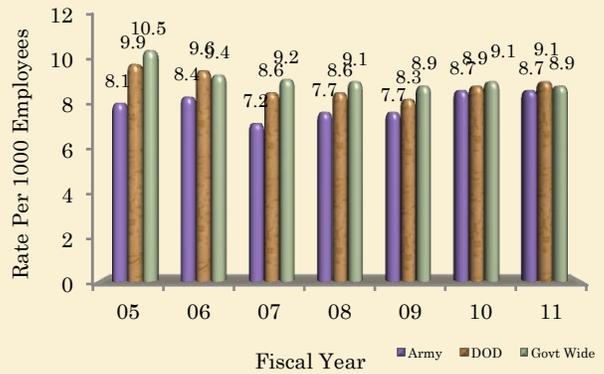


OPM will provide an update for FY12 in February.

For all Army professional occupations, the percent with college degrees has been stable, with about the same levels in Army, DOD and Government-wide. The FY11 Army percent is up 2% at 89.1%. For administrative occupations, the percents are up for Army, DOD, and Government-wide in FY11. College degrees for those in Army technical occupations have historically been around 11%. In recent years, the level has increased to 15%. The Government-wide and DOD percents are higher than Army. In clerical occupations the Army percentage was higher than DOD but lower than the Government-wide. The overall clerical percent was lower than the technical occupations. For other white collar occupations, the percent with college degrees has increased over the past eleven years for DOD, and Government-wide. Army went down in FY10 and FY11 to 9% and 8%. The Government-wide percent is significantly higher than Army and DOD at 19%.

Army's rate of disciplinary/adverse actions continues to be lower than the DOD and Government-wide rates through FY11.

Disciplinary/Adverse Actions



In FY11, the rate per 1,000 employees was 8.7 in Army, 9.1 in DOD, and 8.9 Government-wide.

WORKFORCE REPRESENTATION

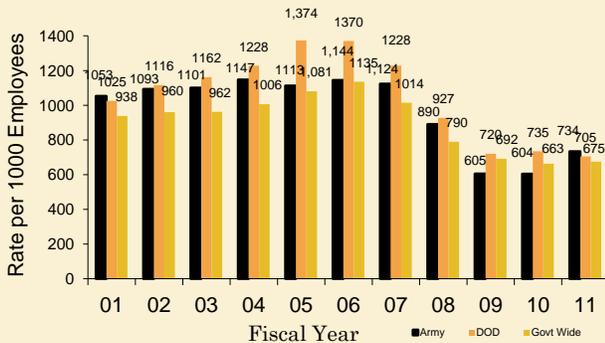
Army's percentage of minorities increased from FY01 through FY10. The population of Black employees in Army has increased slightly since FY03. The population of Hispanic employees in Army has remained relatively consistent over the past few years. The increase in the Asian/Pacific Islander population in Army, DOD, and the Federal Government since FY06 may be a real change but is more likely an artifact of conversion from ERI to RNO. In FY11, it was lower than both DOD and the Government-wide rates. The population of Native Americans has remained relatively constant. This is approximately the same as DOD and lower than the Government-wide rates.

Army's percentage of female employees in FY11 decreased to 37.6%. Compared to government overall, Army had a smaller percentage of female employees (37.6% vs. 43.7%) for FY11.

Army's FY11 (8.4%) percentage of disabled employees continued to be slightly higher than previous years at 8.4% of the workforce. It is higher than both the DOD (7.5%) and Government-wide percentages (7.2%).

Overall, Army minority hiring increased to 26% while female new hires remained at 37% in FY11.

Awards



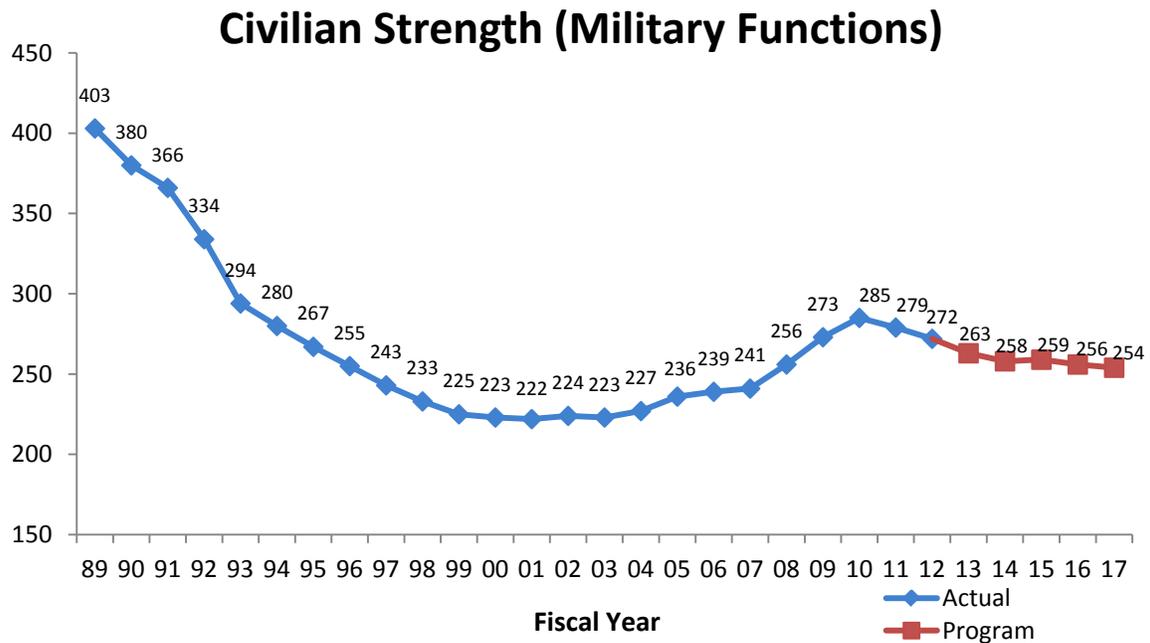
Army and DOD had a significant drop in awards beginning in FY08 as NSPS was implemented. Fiscal constraints continued this trend through FY11.



FY12: THE YEAR IN REVIEW

Army's Civilian Corps

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (AF) and non-appropriated fund (NAF) employees. As of September 30, 2012, there were 250,134 US direct hire employees and 21,660 foreign national employees paid from AFs, including Army civilians in the Corps of Engineers. There were also 27,302 NAF employees on board. These AF and NAF civilians are employed in 508 different occupations with the highest concentrations in series 301 (Miscellaneous Administration and Program), 303 (Miscellaneous Clerk and Assistant), and 2210 (Information Technology (IT) Management). Approximately 2,980 civilians were deployed in FY12. This number is lower than previous years because of the drawdown in Iraq.



SOURCE: SF113A REPORT (ACTUAL), FY1213 PRESIDENT'S BUDGET (PROGRAM).

FIGURE 1: CIVILIAN STRENGTH OVER TIME.

ARMY CIVILIAN GAINS AND LOSSES

The drawdown began in 1989 and lasted through the 1990's to stabilization in the initial 2000's. This was followed by a surge beginning in 2008 and peaked in 2010 (Figure 1). Since then, the US Direct Hire Civilian Army has lost more civilians than it gained (Figure 2). Over the last 23 years the average employee age has increased 4.8 years from 42.0 in FY89 to 46.8 in FY12. In contrast, tenure has remained fairly constant at 13.5 years in FY89 and 13.4 years in FY12. There was a 12% reduction in retirements from 8,904 in FY11 to 7,876 in FY12. This data includes all gains and losses from active US Citizen Direct Hire Appropriated Fund employees.

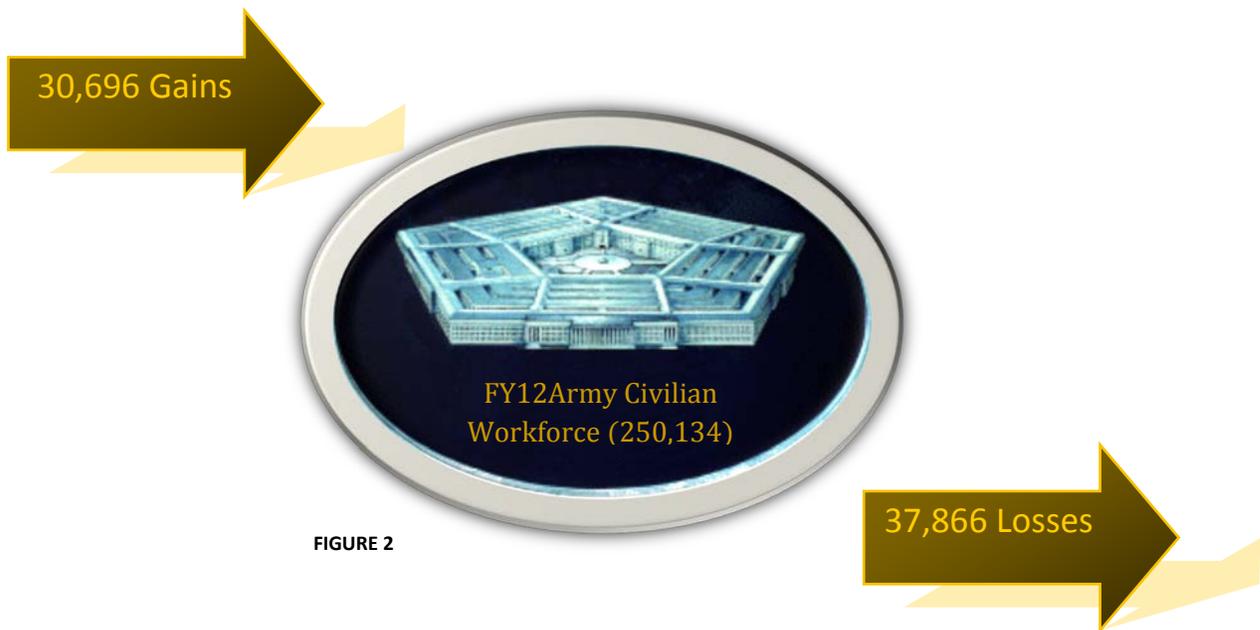


FIGURE 2

Source: Workforce Analysis and Forecasting System/Office of Personnel Management

The following are FY12 highlights from the Assistant G-1 for Civilian Personnel major functional areas:

EMPLOYMENT POLICY DIVISION (EPD)

- Led Army effort in implementing the Telework Enhancement Act by issuing guidance for implementing DoD Telework Policy, and analyzing Army telework posture.
- Revised Table of Penalties in AR 690-700, Chapter 752, Discipline and staffed revision with commands.
- Prepared and/or revised 19 PERMISS reference guides that serve as Army level guidance on performance management, management-employee relations, and benefits and entitlements.
- Provided monthly updates for AG1-CP to VCSA on civilian suicide trends and analysis.
- Developed supplemental guidance for AR 690-700, Chapter 771, Administrative Grievance System.
- Led Army effort in implementing the DoD Case Management Tracking System (CMTS) to track disciplinary actions.
- As Army's performance management proponent, partnered with HRPDD in influencing the design of future DoD enterprise-wide performance management system.
- Partnered with HRPPD and G-2 in establishing Army DCIPS policy for awards and recognition.
- Submitted four Army proposals to revise provisions in the Joint Travel Regulation (JTR), the proposals were adopted by the DoD Per Diem Committee. These revisions clarify JTR provisions and improve the processes for civilian deployment and allow for more flexibility in deploying Army civilians.
- Implemented the Army Civilian PDHRA plan and further improved the PDHRA program by integrating the option to utilize contract medical assessment services for civilians who were prior military and to improve Civilian Army-wide compliance rate to meet the VCSA's goal of 100%.
- Developed and provided guidance on the drawdown efforts in Iraq. Due to the urgency of Afghanistan operations, aggressively assisted Army commands, OSD Staff, and civilian deployers with transfers from Iraq to Afghanistan.

- Prepared Army civilian personnel guidance and answered questions to ensure OSD and ASA M&RA policy to support our nation's efforts in Afghanistan as a high priority on filling civilian requirements and the selection of Army Civilian volunteers.
- Developed a phased plan for updating and revising outdated Army Civilian deployment regulation.
- Shared and provided feedback and answered questions on the law for integrating civilians into contingency and emergency operations for DoD Civilian volunteers to the Joint Force.
- Represented the Army and provided support on a number of OSD and Assistance Secretary of the Army workgroups responsible for developing an enterprise wide civilians deployment solution and the integration of civilians into the force mix based on Presidential and Secretary of Defense initiatives.

PROGRAM SUPPORT DIVISION (PSD)

- Processed 137 honorary award actions and 12 non-defense personnel award actions for the Secretary of Defense Medal for the Defense of Freedom.
- Maintained Army Incentive Awards processing time of 12 days.
- Conducted the Secretary of the Army Annual Awards Ceremony honoring 22 award recipients. Six Decoration for Exceptional Civilian Service Awards, one (Civilian) Suggester of the Year Award, four (Military) Suggester of the Year Awards, one Small and Disadvantaged Business Utilization Award, three Diversity and Leadership Awards, one Publications Improvements (Army Editor of the Year-Departmental) and six Publications Improvements (group-Departmental).
- Presented the William H. Kushnick Award to Ms. Nancy A. Lane, Supervisory Human Resources Specialist; U.S. Army Civilian Human Resources Agency; Office of the Deputy Chief of Staff, G-1. For this timeframe, Ms. Lane served as the Director of the North Central Region of the Civilian Human Resources Agency. She distinguished herself through her extraordinary efforts in leading the CHRA in improving efficiencies and business processes in order to execute major CHR initiatives.
- Presented the John W. Macy, Jr. Award to COL Christopher Carlile for his exceptional leadership as Commander, Corpus Christi Army Depot, U. S. Army Materiel Command. COL Carlile has revolutionized rotary wing overhaul and repair during a time when cost-effective measures are critical to the country. The changes he implemented have resulted in world-class helicopters being produced in record time at an unprecedented cost savings. COL Carlile also empowered the Corpus Christi Army Depot workforce to create their own change at work while improving their quality of life through healthier eating and increased fitness.
- Presented the Nick Hoge Award to Mrs. Ursula L. Burkhalter, a Human Resources Specialist; Office of the Deputy Chief of Staff, G-1; U.S. Army South for her professional paper entitled "Workforce Development: Innovative Measures for Mission Readiness During Transformation." Mrs. Burkhalter identified future fiscal challenges within the Army and offered ideas on workforce development reform.
- Presented The Spirit of Hope Award to honor the outstanding achievements of the Two Top Mountain Adaptive Sports Foundation. Through its Warfighter Sports Program, Two Top has improved the quality of life for disabled service members by providing recreational sports opportunities in a nurturing and supportive environment. Whether it is alpine skiing, snowboarding, fly fishing, kayaking, or waterskiing, Two Top has aided the healing process by giving participants opportunities to develop self-confidence, dignity, and self-esteem. It has also inspired many to achieve goals. One participant became a Paralympic downhill skier and 10 volunteers have become professional adaptive ski instructors.
- Presented the Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award to Mr. Michael Polehna, for exceptionally meritorious service while serving as a city council member for the city of Stillwater, Minnesota. Mike Polehna's exemplary patriotism and dedication to Soldiers and veterans contributed immeasurably to the welfare and support to Soldiers deployed overseas.
- Processed five Department of the Army nominations through the Secretary of the Army (for recommendation) to The George Washington University for the Annual Arthur S. Flemming Award.
- Processed six Department of the Army nominations through the Secretary of the Army (for recommendation) to The American University for the Roger W. Jones Award for Executive Leadership.
- Processed three Department of the Army nominations through the Secretary of the Army (for recommendation) to the Department of Defense (DoD) for the 57th Annual DoD Distinguished Civilian Service Award.

- Processed a Department of the Army nomination through the Secretary of the Army (for recommendation) to the DoD for the 8th Annual DoD David O. Cooke Excellence in Public Administration Award.
- Closed 69 Freedom of Information Act (FOIA) cases in FY12 and carried 26 cases into FY13.
- Assisted in the BRAC move to Fort Belvoir. The move went smoothly, was successful, and was completed in February of 2012.

PROPONENCY AND EVALUATION DIVISION (PED)

- Completed Civilian Human Resources Program Management Evaluations at: Forces Command, Fort Hood; US Army Garrison, Fort Hood; US Army Aviation Center of Excellence, Fort Rucker; US Army Medical Command, Fort Bliss; US Army Tank, Automotive and Armaments Command, Detroit Arsenal; US Army Military Academy, West Point; US Army North, Fort Sam Houston; and US Army Corps of Engineers, Saint Paul District.
- Participated in planning and initial execution of the Quality Work Environment study for the ASA (IE&E).
- Participated in executing a special study of Intergovernmental Personnel Agreement (IPA) actions for the DCS, G-1.
- Managed the AG-1(CP) civilian survey program: Army Civilian Attitude Survey, the Army Exit Survey, the Supervisory Assessment of Civilian Personnel Advisory Center (CPAC) Performance, the Supervisory Assessment of Non-Appropriated Fund (NAF) Human Resource Office (HROs) Performance Survey, the 201 Series Survey, the CHR Board of Directors Survey, the AG-1CP Organizational Climate Survey, the On-Borading Survey, the Developmental Assignment Survey, and the Civilian Wellness Assessment (modeled after the Global Assessment Tool taken by Soldiers).
- Provided analysis and interpretation of Government-wide surveys such as the US Office of Personnel Management (OPM) Federal Employee Viewpoint Survey, the Partnership for Public Service (PPS) Best Places to Work Survey, and the US Merit Systems Protection Board (MSPB) Merit Principles Survey.
- Published the CHR FY11 Annual Evaluation for publication on Army Civilian Personnel On Line (CPOL) web site.
- Transferred the Continuity of Operations Plan (COOP) to the Program Services Division.
- Conducted a Green Ceiling/Career Blockers study to determine Army Civilian views of Army as an employer, prospects for career advancement, and factors impacting retention decisions.
- Provided quarterly and annual Installation Status Report (ISR) average day fill metrics and annual supervisory assessment of CPAC Performance survey results.
- Pilot tested procedures for career program and command training program return-on-value calculations for integration into Army's Civilian Competency-Based Development System.
- In-sourced the Civilian Leader Improvement Battery (CLIMB), a competency-based leader assessment tool.
- Presented CLIMB results for NAF supervisors and managers at the NAF Annual Training Conference, Aberdeen Proving Grounds, Aberdeen, Maryland, July and August 2012.
- Conducted a study on the recruitment and retention of Army Substance Abuse Counselors.
- Reviewed DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) employee survey materials and provided advice and assistance on employee data gathering and analyses.
- Provided job analysis subject matter expertise to the Strategic Human Capital Development Division to conduct Army's competency analysis of civilian positions.
- Prepared survey materials, guidebook, analysis, and advice and assistance to Army's Quality of Work Environment Facility Assessment for the Directory of Safety, Assistant Secretary of the Army for Installations, Energy and Environment.

CIVILIAN INFORMATION SERVICES DIVISION (CISD)

- Executed a comprehensive BRAC 132/5 Relocation Movement Plan of the personnel and the IT infrastructure for the AG-1 CP BRAC to Fort Belvoir in January 2012. Overcame numerous obstacles through aggressive collaboration with the supporting Network Enterprise Center (NEC), Public Works (PW) and the Fort Belvoir BRAC office.
- Fielded Windows 7 to over 500 assets to modernize the infrastructure to enable accomplishment of the AG-1 CP strategic missions.

- Deployed secure printers and cards to the Army Human Resources NAF community to enable mass printing of secure documents.
- Obtained over 23 Certificate of Net worthiness for keystone HR applications, GOTs and COTs absolutely critical to the continual success of the Army Civilian HR strategic and operational missions worldwide.
- Completed the reaccreditation of over 21 systems/communication assets which ensured their continuous operations on the Army LandWarNet.
- Initiated the installation of a VTC network that will enable enhanced communication for collaboration with and command and control of Army CHR organizations geographically dispersed worldwide.
- Initiated the establishment of a SIPRNET Café to provide classified communication within the new AG-1 CP HQs at Fort Belvoir.
- Collaborated with the FB NEC to start the implementation of the Army G6 I3MP Network Switch Initiative for the AG-1 CP HQs IT infrastructure.
- Executed numerous Space Realignment Plans for the AG-1 CP to attain maximum utilization of the space within Building 1435, Fort Belvoir.
- Successfully updated and tested Army's Staffing Suite system integration with USAJOBS 3.0, which was OPM's revamped and in-sourced version of Monster.com's version of USAJOBS 2.0.
- Through an Interagency Service Agreement (ISA), Army has assumed the responsibility to host DFAS and TriCare Position Descriptions within Army's FASCLASS.
- Updated the home page of Civilian Personnel On-Line (CPOL) based on feedback from AG-1 CP's Public Affairs Officer (PAO) to follow standards instituted within 'www.army.mil' and end user feedback.
- Implemented a data exchange interface from HQ ACPERS to Army Civilian Tracker (ACT) to allow the successful deployment of ACT to the Army Civilian employee.
- Successfully deployed a tool that migrated 7000 DCIPS employee records to pay plan 'GG' based on the retirement of NSPS. This tool was essential to identify and correct anomalies that would cause errors when the DCPDS conversion routine was executed.
- Implemented the NAF "Day-Forward" interface for DEERS which shortens the wait time for NAF employees to get their CAC.
- Implemented Telework indicator coding for Army AF and NAF employees.
- Supported and assisted CHRA in OPM Electronic Official Personnel Folder (eOPF) stand-up.
- Implemented NAF USA Staffing interface with DCPDS.
- Implemented an updated and revised DA3434 in DCPDS.
- Supported the Investment Review process.
- Supported MACOMs, CHRA and AG-1 CP in Civilian Personnel coding and realignment.
- Created requirements and tested NAF Future Dated Actions.
- Coordinated and updated Career program tables.
- Created requirements and tested the new field Source Position Sequence Number to assist with the Competency Management System.
- Reviewed, tested and coordinated with AG-1 CP and CHRA on new requirements for the Pathways conversion HQACPERS Interface analysis for GFEBs, ACT, and Go Army Ed.
- Created requirement and tested the Routing Edit to route to Resource Managers in DCPDS.
- Reviewed, tested and coordinated with AG-1 CP and CHRA on new requirements for a Furlough Indicator in DCPDS.

LABOR RELATIONS (LR)

- Conducted a series of teleconferences for inexperienced labor relations specialists during which we discussed all aspects of the Federal sector labor relations program.
- Began quarterly teleconferences with the Commands regarding labor and employee relations issues of interest.
- Provided extensive guidance regarding Executive Order 13522 (E.O.) with focus on pre-decisional involvement.
- Prepared negotiability appeals and arbitration exceptions and oppositions.
- Assisted in the administration of an Army Roundtable with our national unions.
- Conducted national consultation regarding the implementation of various Army regulations and policies.

- Provided labor relations guidance regarding continued union representation and the filing of representation petitions associated with the move of the DOL function from IMCOM to AMC.
- Worked with the national unions to address concerns regarding civilian reductions and the implementation of E.O. 13522.
- Served as Army's representative in meetings with the Department of Defense on issues involving labor relations.

NONAPPROPRIATED FUND HUMAN RESOURCES (NAF HR)

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), (IMCOM), and (CHRA).
- Worked in collaboration with AG-1 CP, Policy and Programs Development Division, and IMCOM G9 to coordinate the dissemination and implementation of new policies.
- Revised the AR 215-3 NAF Personnel Policy to include new legislative changes, laws, regulations and policies as applicable to the NAF workforce.
- Conducted NAF CHR program reviews at West Point Follow-up, Fort Lee, Joint Base Lewis/McChord Follow-up, Fort Hood, Fort Leavenworth Follow-up, IMCOM G-9, and Fort Lee Follow-up. We provided written reports of findings and recommendations to IMCOM and CHRA.
- Participated in the development of DoD's Defense Enterprise Hiring initiative to streamline and automate the recruitment process across DoD Components.
- Represented Army on the Federal Rate Advisory Committee.
- Represented Army NAF Policy on the development of electronic official personnel folder (eOPF) for Army NAF and the automation of entry on duty forms with the Army Publication Agency in an effort to move to paperless personnel management.
- Represented Army NAF on a working group to execute Homeland Security Presidential Directive (HSPD-12) for Army implementation of credentialing standards for issuance of the Common Access Card (CAC) to employees and contractors.
- Developed and provided guidance for expanded Family Friendly Leave Policies for NAF Employees. The polices provides new and expanded definitions for "family member and immediate relative" consistent with 5 C.F.R. part 630, clarifies the definition of "son or daughter" under the Family and Medical Leave Act (FMLA), and extend the family support policy to regular employees and regularly scheduled flexible employees in continuing positions, who have same-sex domestic partners, to use up to 24 hours of LWOP.
- Participated in the CHRA NAF HR Symposium in Aberdeen and conducted presentations on policy issues.

STRATEGIC HUMAN CAPITAL DEVELOPMENT DIVISION (SHCDD)

- Initiated revision of AR 690-950, Career Management, to incorporate provisions for expansion (already implemented at the direction of Army leadership) of career program coverage of 100 percent of the Civilian workforce, except for National Guard Bureau Technicians and indirect hire foreign nationals. Hosted a workshop of Command/Activity Career Program Managers, nominated by their commands, to ensure that the draft regulation will meet command/activity level career management needs.
- Led/facilitated competency program identification, development and implementation for several Occupational Series/Career Programs (e.g., GS-0201, GS-0510, GS-2210).
- Drafted strategic human capital documentation, ranging from user guides to instructional materials (e.g., Supervisor User Guide, Employee User Guide).
- Represented USDA/AG1CP as an expert advisor on DoD and Army groups to include CMAG, DODAQ, FCAG and SPeD.
- Conducted ACTEDS Plan "Review Sessions". Collaborated with Career Programs to document and review recommendations for continued action. Provided editorial review and coordination on proposed ASA (M&RA) memorandum that will announce approval of all existing ACTEDS Plan content, to comply with ACTEDS training resourcing requirements.
- Created an Army-level Dictionary of Career Management Terms, for AG-1(CP) approval that is designed to serve as an Army standard beginning in FY13.

- Formatted a standard template and identified a list of career management competency-based requirements and documents that new ACTEDS Plans will have to include beginning in FY13, as another AG-1(CP) approval requirement.
- Provided customer service, advice, editing and composition of competencies and competency reports to Mission Critical Occupation POCs.
- Worked with OSD to develop Army COAs on the way forward in Competency Assessment Planning.
- Met with key DoD staff to discuss and plan way forward on conducting competency assessments to maximize efforts already underway or have been completed.
- Conducted Ongoing CMS assessments, tracked participation rates and scheduled series launch of CMS assessment.
- Evaluated the Competency Assessment Planning (CAP) CWT proposal and provided Key comments and recommendations.
- Conducted job analysis session supporting the determination of 201 series IT specialty competencies. Provided results that show which competencies should be Core for the specialty, required documentation needed for their use for selection and development, and identified competency gaps that need to be closed with recommended closure strategies.
- Proposed OSD Competency model for the 810 Civil Engineering series. Met with OSD and the Engineering SMEs and Mr Slockbower to review and approve the proposed model.
- Supported the development of Competency Gap Closure Strategies & the Evaluation of the Outcomes for the Medical Series.
- Reviewed analysis of cost/benefit of using VSIP for long term planning as part of Command training on Workforce Reduction strategies.
- Conducted In Progress Review Meetings with Mission Critical Occupations on competency assessments and workforce planning requirements.
- Documented conclusive status of Career Program coding of “generic” Occupational Series (“0301”, “0303” and “0340”) positions currently coded as CP 96/97/and 98, for follow up report AG-1(CP) and ADCS, G-1.
- Advised CP28 – (EEO), on the appropriate strategy for correcting Career Program coding discrepancies identified in their monthly population rosters, published by AG-1(CP), CISD. Analyzed the issue and assessed the reason for the discrepancy. Contacted the appropriate POCs to reconcile and correct omissions.
- Prepared a draft SOP on steps needed to publish ARs/DA Pamphlets.
- Worked with National Capital Region-Army Contracting Command (NCR-ACC) representatives on the SHCPS2 (former WASS/CIVFORS-Workforce Analysis and Civilian Forecasting Systems) contract re-compete.
- Coordinated with CISD and the Army Training Requirements and Resourcing System (ATRRS) COR on strategy, funding and contracting for CCDS Operations and Maintenance (O&M).
- Coordinated with ADCS G-3/5/7 to develop an integration strategy for ACT and Civilian Competency Development System (CCDS)
- Updated SHCDD Website including 70 MCO Gain/Loss reports, executive handbooks, MCO demographics and forecasts.
- Conducted Workforce Planning/ WASS/CIVFORS training session.
- Coordinated FY 12-18 DoD Strategic Workforce Plan Submissions. In response to DoD tasking, Army requested Commands provide data on current onboard strength, and manpower requirements and authorizations for designated mission critical occupations (MCOs) for Fiscal Years 2012-2018.
- Reviewed Field Manual 1-0, Human Resources, for its Civilian core competencies and other integrated requirements and provided SME input for SHCDD's collaborative feedback to AG-1(CP).
- Met with ACTEDS, Career Program 50, representatives and addressed how they might incorporate into the FM, the Civilian Corps core competencies as required for Deployed Civilians (6,000+ civilian employees are a part of CP-50).
- Facilitated FY 11-18 Workforce Assessment Submissions. Conducted analyses for MCOs to determine workforce challenges ahead. Identified potential solutions/strategies that may need to be pursued based on the general indicators and reviewed with the MCO POCs to enable them to complete their assessment narratives to be placed in their human capital assessment templates covering the past to current state.
- Updated FY12 Quarterly Executive Handbook.
- Attended GAO entrance conference, “Assessment of DOD’s Future Year’s Defense Program Requirements.”

- Conducted FCR Mini Sessions to provide information and guidance on subjects including workforce planning, ACTEDS Plans, and standardization and information on Career Maps/Career Ladders, revisions to the ACTEDS Plan Template, and the way ahead in FY 13.
- Reviewed DA PAM 350-58, Army Leader Development Program and provided comments for incorporation into AG1-CP response.
- Coordinated with CHRA, Training Management Division to develop and deliver a CMS, Supervisor Training Course via a distance learning module.
- Evaluated and reported DoD DCAT requirements documentation vis-à-vis CMS.
- Reviewed AMEDD Health IT Workforce Requirements/Use-cases to develop a competency framework for several Health IT job series that will result in information management/technology solution alternatives.
- Developed Competency Gap Analysis Reports for MCOs completing their CMS assessments.
- Updated CIVFORS Workforce Planning and Budgeting Model with Term & Foreign National parameters to create a more accurate overhead rate for each command. Conducted training for commands to facilitate the development of FY13 and FY14 planned reduction strategies.
- Developed an MCO based workforce planning tool integrated with CIVFORS Workforce Planning and Budgeting Model. The enhanced tool facilitates the development of Smart Reduction Plans that incorporate MCO requirements into Command Reduction Plans.
- Attended and briefed “Career Program Management” at Civilian Training Council of Colonels Meeting. Summarized impacts of Strategic Human Capital Workforce Planning and Civilian Workforce Transformation initiatives to the concept of Career Management, as it also relates to Career Program Management. Responded to questions from the attendees and noted comments for additional coordination and response.

HUMAN RESOURCES PROGRAM DEVELOPMENT DIVISION (HRPDD)

- Obtained special retirement coverage approval for 579 Firefighter position descriptions and retroactive service credit for 3,709 current and former firefighters.
- Represented Army in an OSD-initiated working group focused on development of standardized firefighter position descriptions across DoD.
- Partnered with G-2 in finalizing DCIPS policy, developing the IA2GG conversion tool, and converting DCIPS employees to a graded system.
- Influenced design of future DoD enterprise-wide personnel system by partnering with DoD on working groups.
- Contributed to the development of guidance regarding furlough in anticipation of possible government shutdown.
- Served on the Health Affairs Executive Council to examine emerging issues in medical occupations.
- Served on Army and DoD working groups to develop guidance and programs regarding security, suitability, and Homeland Security Presidential Directive-12 requirements.
- Responded to reviews and findings by the Army Audit Agency and GAO.
- Provided G1 responses to ULB proposals and proposed laws and regulations.
- Completed eOPF Backfile Conversion (scanning of hard copy records) on 14 September 2012.
- Collaborated with CHRA to prepare for roll out of eOPF on a phased basis to employees during FY13, to include development and release of marketing materials and on-line training to employees.
- Finalized the transition of deployed employees and those in medical occupations from the National Security Personnel System to the General Schedule and demonstration projects.
- Finalized the movement of physicians and dentists from the General Schedule to the Physicians and Dentists Pay Plan.
- Developed framework for Department of Army Wellness Campaign Plan and Implementing Guidance.
- Conducted second annual Wellness Inventory across Commands.
- Coordinated and launched IMCOM Wellness Pilot, collecting metrics designed to support a business case proposal to support a regulatory change to Army Regulation (AR) 600-63.

- Represented Department of Army at DoD Wellness Working Group and OPM Healthier Feds Working Group to develop and recommend wellness policy.
- Continued to improve the Army's Civilian Wellness program strategic initiative to help employees enhance mental and physical well-being, prevent health problems, engage in health promoting behaviors, and find assistance and support in times of need.
- Published Army Workers' Compensation Implementing Guidance.
- Using the DCPAS "Pipeline" program, Army brought 33 long-term claimants back to work, with a future cost avoidance of more than 52 million dollars.

REGIONAL PRODUCTIVITY INDICATORS (RPI)

HQDA monitors CHR indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. The following statistics were gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, Cancellations and Corrections.

	Staffing Quality and Timeliness						Classification				Workforce Sizing			
	Competitive Hires*		All Hires*		External Hires**		Routine actions	avg # of days	Non-routine actions	avg. # of days	Realignments	A-76 studies	RIFs	Reorganizations
	# of recruit actions	Avg. fill time (days)	# of recruit actions	Avg. fill time (days)	# of recruit actions	Avg. fill time (days)								
Europe	2,371	118	4,465	85	2,368	76	4,115	1	819	8	1,205	0	0	0
Far East	738	135	2,279	75	912	64	2,043	1	412	8	1,719	0	1	0
North Central	5,197	102	12,313	59	3,636	82	10,599	1	1,285	10	7,680	0	15	94
Northeast	4,495	112	8,519	76	2,629	84	6,715	2	1,200	16	14,529	0	0	44
South Central	5,235	109	10,027	73	3,355	89	8,069	1	1,352	9	8,299	0	1	27
Southwest	5,718	89	11,691	58	4,574	78	13,455	1	1,089	12	7,269	0	1	12
West	6,946	142	12,850	95	4,608	101	10,652	3	1,564	20	6,094	0	1	16
ABC-C														
TOTAL	30,700	113	62,144	73	22,082	85	55,648	2	7,701	13	46,795	0	19	193

* Consistent with CHRA Internal Reports: Excludes BRAC Actions and Non-Army

** Consistent with DoD Quarterly Report Cards: Excludes BRAC Actions. Excludes Hold for Insourcing, Hold for 30 Day Suspension, and Classification Event Time. Uses "Trimmed Mean" approach. Fill Time is from Initiation to EOD.

	Pay Management		Training			Awards			Cancellations	
	Pay problems	Avg. # of days to	Courses	Employees trained	Training records	Monetary	Total \$\$\$	Non-monetary	Cancelled actions	Corrected actions
Europe	137	44	62	730	12451	8,551	\$7,121,519	4,396	1,554	1,114
Far East	59	99	23	258	3782	3,259	\$2,244,874	757	600	331
North Central	5,114	4	183	4749	32064	34,272	\$36,844,568	16,892	4,919	7,769
Northeast	350	39	202	2921	19873	46,336	\$55,010,561	11,255	5,332	5,170
South Central	276	29	180	2061	38450	44,167	\$42,639,069	22,050	5,119	5,246
Southwest	4,665	10	181	2841	32345	51,580	\$41,998,101	17,220	2,653	4,376
West	360	42	79	1074	33240	48,196	\$47,154,804	15,657	6,529	3,436
ABC-C	144	20	35	895	5300					
TOTAL	11,105	11	945	15,529	177,505	236,361	\$233,013,497	88,227	26,706	27,442

CIVILIAN HUMAN RESOURCES AGENCY (CHRA)

- Fully implemented first 3 components (USA Staffing, e-EOD, and PSIP) of Civilian Hiring Reform.
- Completed Beta test and pilot in progress with FY12 end to end fill time average of 78.5 days and average time with HR of 23 days.
- Initiated and oversaw the conversion of more than 300,000 civilian personnel records from paper to electronic format, permitting employees direct access to their personnel documents.
- Completed phased-in deployment of USA Staffing, a new applicant assessment system designed to improve Department of the Army's ability to attract, assess and hire the right people.
- Average HR Time for all recruit actions decreased 13.8% from FY 11.
- Expanded Automation Innovation Center to achieve efficiencies (e.g. recruit of IDES, SHARP, CEW positions) and implemented efficiencies in processing awards, appraisals, and career promotions.
- Established Semi Annual Operations Reviews for all CPACs which resulted in increased oversight and identification of problem areas.
- Managed Workforce Reduction, Reshape, and RIF activities in support of commands. Conducted biweekly IPRs and developed planning and tracking tools which are key to collaboration efforts.
- Developed workforce management tool to identify long range DA competency needs.
- Increased oversight contributed to 12.3% decrease in new FECA claims.
- Continued customer focus initiative which included quarterly survey sent to 48,189 supervisors.
- Expanded CHRA Guidance and SOPs to include recommended customer touch points, timelines, and narrated videos.
- Established CPAC Director Continuing Education course and NAF HR for CPAC Directors Course.
- Centralized Non-appropriated HR funding.

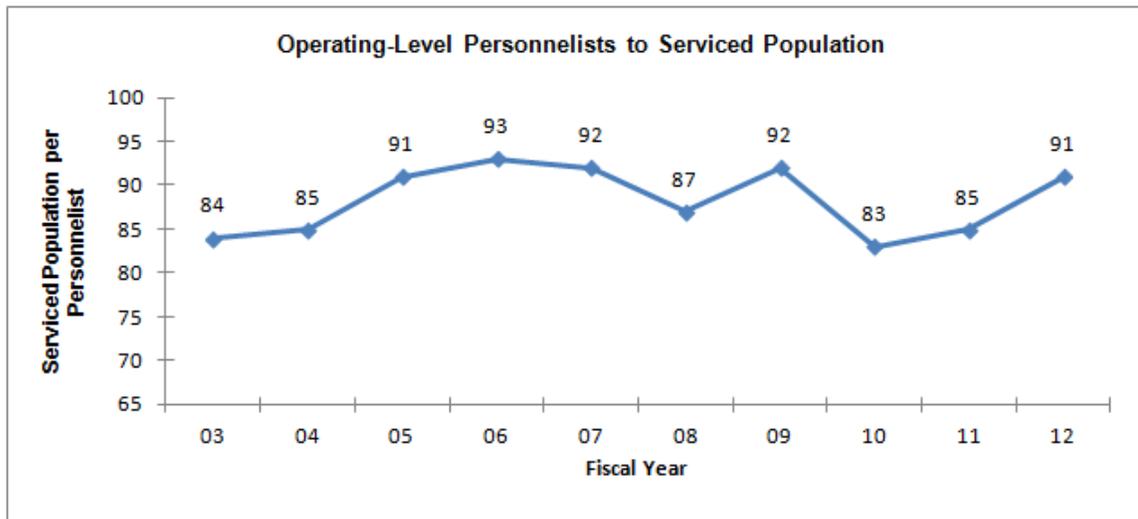


1 - 1 SERVICING RATIO

Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY12

Assessment: Met



Source: *Civilian Productivity Report (CivPro)*.

Fiscal Year	03	04	05	06	07	08	09	10	11	12
Serviced Population	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018	291,601
Personnelist	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620	3,510	3,192

Analysis:

- The number of personnelists decreased at a faster rate than the serviced population which enabled the OSD goal to be met. This caused the servicing ratio to increase from 1:85 in FY11 to 1:91 in FY12. The number of Personnelist decreased by 318 from FY11.
- "Operating-level" is identified as 201 series personnel in CPACs and regional processing centers. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees, and excluding National Guard (Title 32) employees.

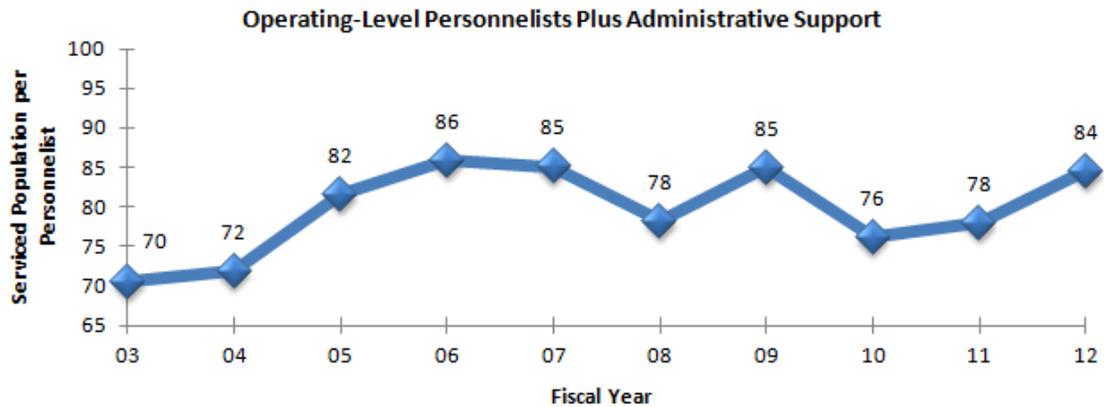


1-2 SERVICING RATIO

Operating-Level Personnelists Plus Administrative Support to Served Population

Objective: 1:80 for FY12

Assessment: Met



Source: CivPro.

Fiscal Year	03	04	05	06	07	08	09	10	11	12
Served Population	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018	291,601
Personnelist	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620	3,510	3,192
Administrative Support	520	527	311	230	244	343	247	350	340	261
Total Operating Level	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970	3,850	3,453

Analysis:

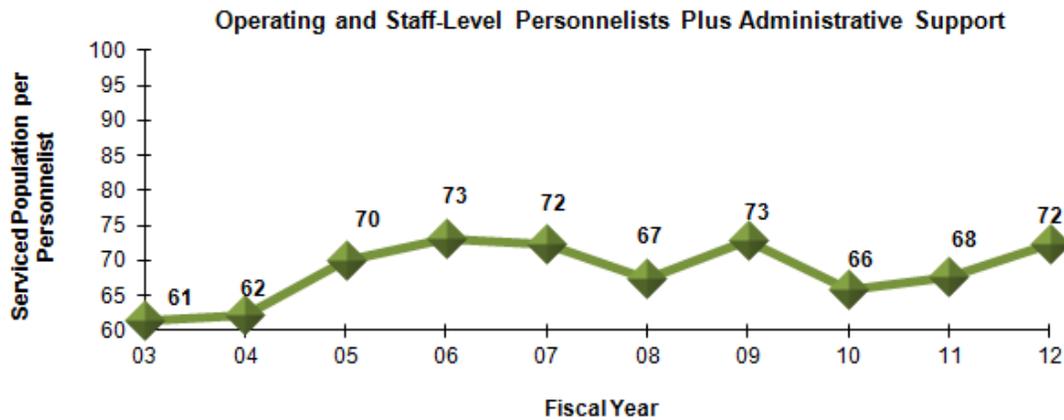
- The number of personnelists and administrative support decreased at a faster rate than the served population which enabled the OSD goal to be met. This caused the servicing ratio to increase from 1:78 in FY11 to 1:84 in FY12. The number of Personnelist and administrative support decreased by 318 and 79 from FY11.
- "Operating-level" is identified as 201 series personnel in CPACs and regional processing centers. "Administrative Support" is defined as other series in operating personnel offices (e.g. 318, 334). "Served population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees, and excluding National Guard (Title 32) employees.



1-3 SERVICING RATIO

Operating and Staff Level Personnelists Plus Administrative Support to Served Population

Objective: None Established



Source: CivPro.

Fiscal Year	03	04	05	06	07	08	09	10	11	12
Served Population	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018	291,601
Operating Level (plus admin)	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970	3,850	3,453
Staff Level (201 series only)	485	498	509	510	510	547	560	616	576	580
Totals	3,757	3,755	3,619	3,451	3,476	3,955	3,927	4,586	4,426	4,033

Analysis:

- In FY12 the number of staff level personnelist increased to 580, and the operating level personnelist and administrative support decreased by 397. The served population decreased at a faster rate causing the service ratio to increase from 1:68 in FY11 to 1:72 in FY12.
- This indicator contains the most comprehensive definition of the Civilian Personnel workforce. "Personnelist" is defined as employees in series 201. "Administrative support" includes all other series in operating personnel offices (e.g. 318, 334). Administrative support in staff offices are not included because historical reports do not contain the data. "Served population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees, and excluding National Guard (Title 32) employees.

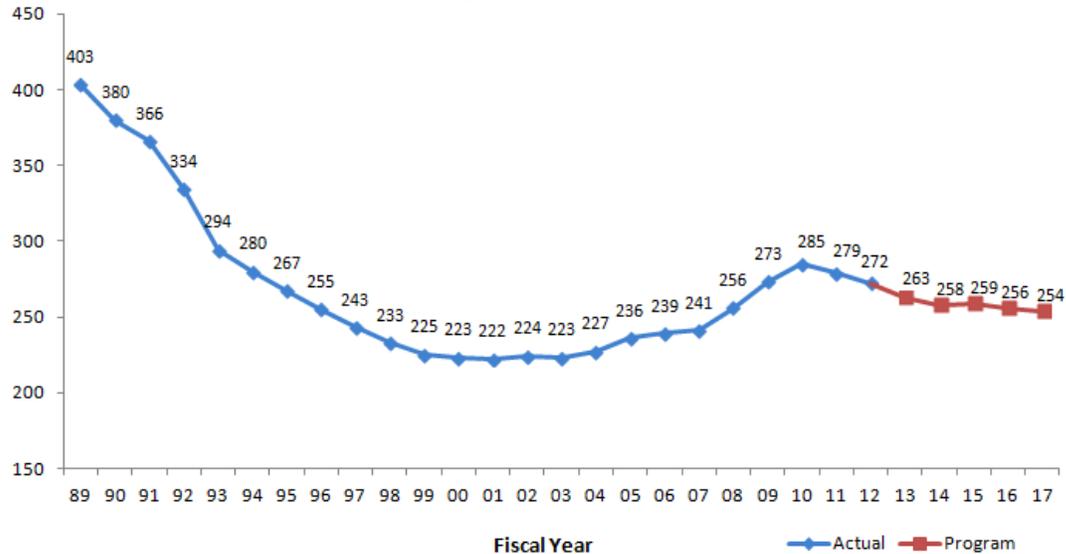


1-4 CIVILIAN STRENGTH

Objective: 266K for FY12

Assessment: Exceeded

Civilian Strength (Military Functions)



Source: SF113A Report and Supplements (Actual), Program FY1213 President's Budget (Projected).

Analysis:

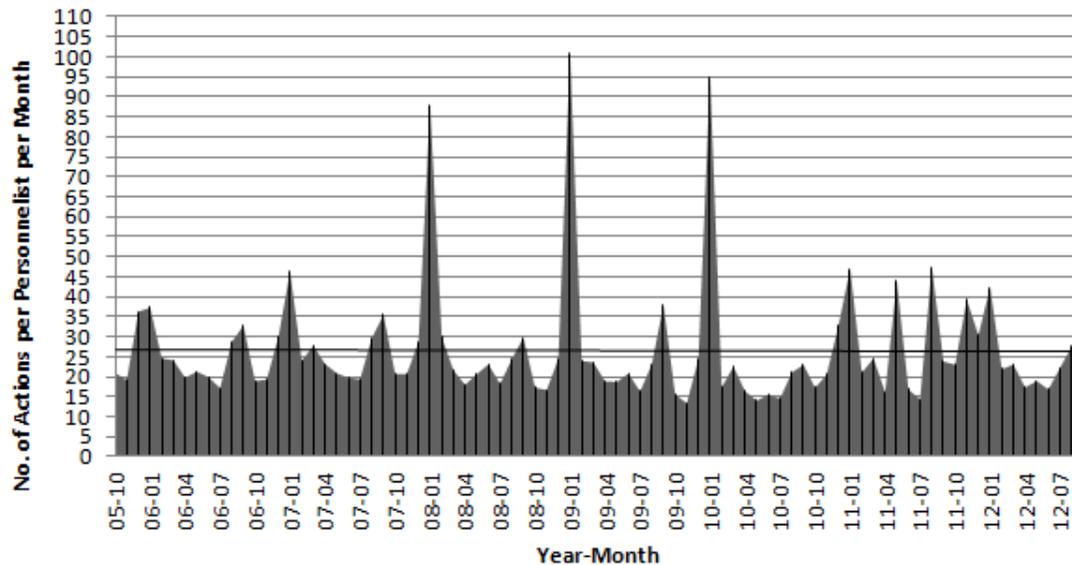
- The objective was exceeded primarily due to today's "Army at War". Increasing levels of military end-strength and heavy operational demands have led to greater reliance on the civilian workforce to provide essential non-military services and support. FY12 civilian strength, at 271,794 civilians, was over the target number of 266,256 civilians.
- Civilian strength is defined as appropriated fund, military function only. Foreign nationals are included. Army National Guard (Title 32) are included. FY89-12 numbers represent on-board strength at the end of the fiscal year. FY13-17 numbers represent programmed strength, not full-time equivalents (FTEs).

See Appendix 1-4 for Command strength data.



1-5 PRODUCTION (U.S. CITIZEN) PER OPERATING-LEVEL PERSONNELIST

Objective: None Established



Source: CivPro.

Fiscal Year	06	07	08	09	10	11	12
Production Ratio	25.2	26.2	28.4	28.6	24.4	27.2	25.9

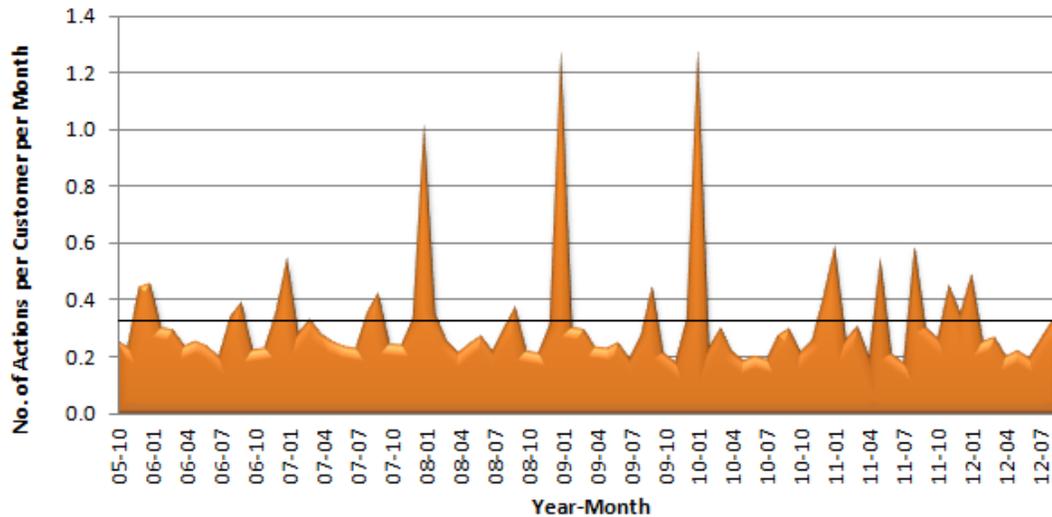
Analysis:

- In FY12 productivity per personnelist was 5% lower than in FY11, reflecting a decrease in the number of overall actions.
- The major historical monthly fluctuations were due to processing performance appraisals and awards (particularly in January 2008, 2009, and 2010) with most of the Army's appraisals and awards being processed at the same time under NSPS. FY11-12 returned to the earlier appraisals and awards schedule, with results appearing as they did pre-NSPS.
- Production per operating-level personnelist is defined as the number of personnel actions entered into the Army Civilian Personnel System (ACPERs) divided by the total number of Army's operating-level personnelists. Operating-level personnelists include employees in series 201. The chart includes all personnel actions in ACPERS except: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes). NOAs 894 (Pay Adjustments) and 895 (Locality Payments). They 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.



1-6 PRODUCTION PER U.S. CITIZEN SERVICED CUSTOMER

Objective: None Established



Source: CivPro.

Fiscal Year	06	07	08	09	10	11	12
Production Ratio	0.30	0.31	0.34	0.35	0.33	0.34	0.30

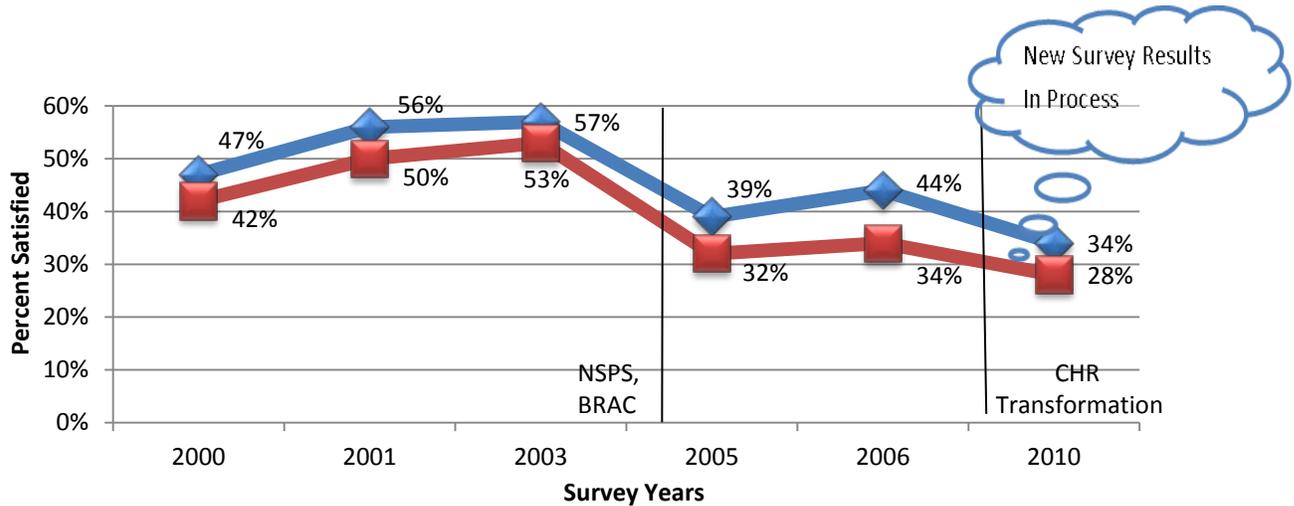
Analysis:

- In FY12 productivity per serviced customer was 12% lower than in FY11, reflecting a decrease in the number of overall actions.
- The major historical monthly fluctuations were due to processing performance appraisals and awards; particularly in January 2008, 2009, and 2010. Most of the Army's appraisals and awards were processed at the same time under NSPS. FY11-12 returned to the earlier appraisals and awards schedule, with results appearing as they did pre-NSPS.
- 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 U.S. citizen military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard (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) are excluded. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) 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.

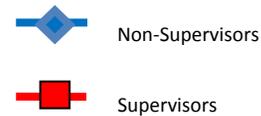


2-1 CHR SATISFACTION

Customer Satisfaction



Source: Army Civilian Attitude Survey



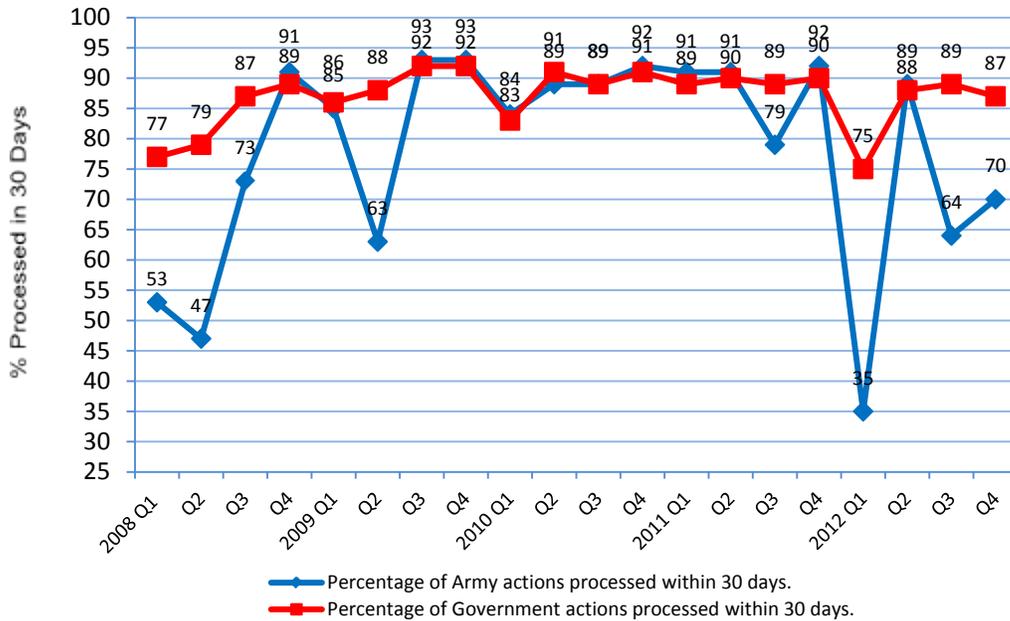
Analysis:

- Army's average of Customer Satisfaction with CHR was 34% for non-supervisors and 28% for supervisors. The FY10 Army Civilian Attitude Survey is the most recent administration. This item will be updated with the 2013 survey results by June, 2013.
- The following factors may have contributed to an overall reduction in CHR Customer Satisfaction:
 - The impact of BRAC and NSPS implementation initiatives with respect to CHR workload.
 - CHR transformation, with its shift to the modern emphasis on self-service online applications.
- These declines have had a significant cumulative effect. Drops in satisfaction have invariably been followed by lesser degrees of recovery – with the effect of serious erosion in satisfaction over the long-term.



2-2 TIMELINESS OF PROCESSING BENEFITS

Objective: OPM standard is at least 80% of actions processed within 30 days
Assessment: Not Met



Source: OPM Aging of Separations Report

Analysis:

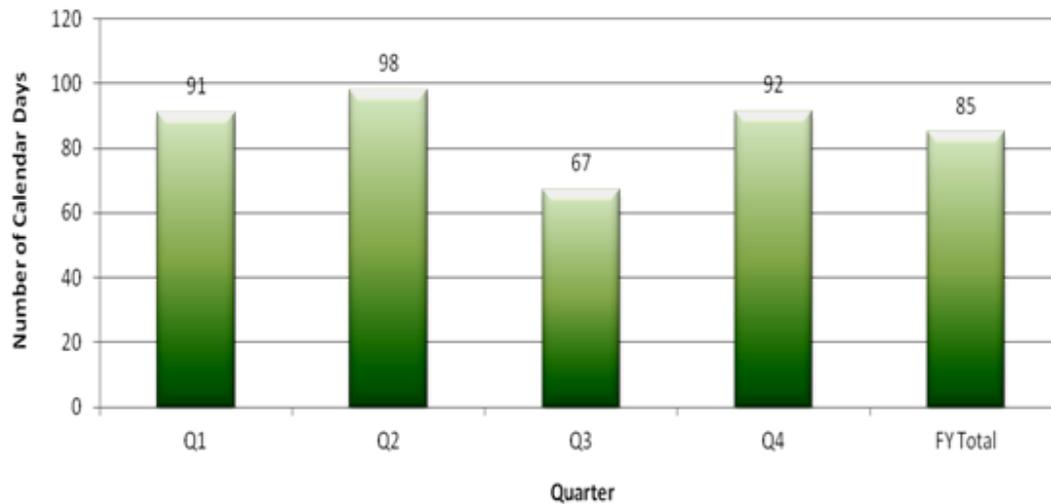
- Army did not meet its goal of 80% of actions processed within 30 days of submission. The Army average for FY12 was 64 percent. The Government average was 85 percent. The first quarter was the lowest percent of actions processed in 30 days for Army in recent years. Over previous years, Army had significantly improved its process and was exceeding the OPM standard.
- The figures above are based on the total number of retirement, death, and refund claims submitted by Army employees.



2-3 STAFFING TIMELINESS (EXTERNAL HIRES)

Objective: 80 Calendar Days

Assessment: Not Met



Source: Civilian Human Resources Agency

Analysis:

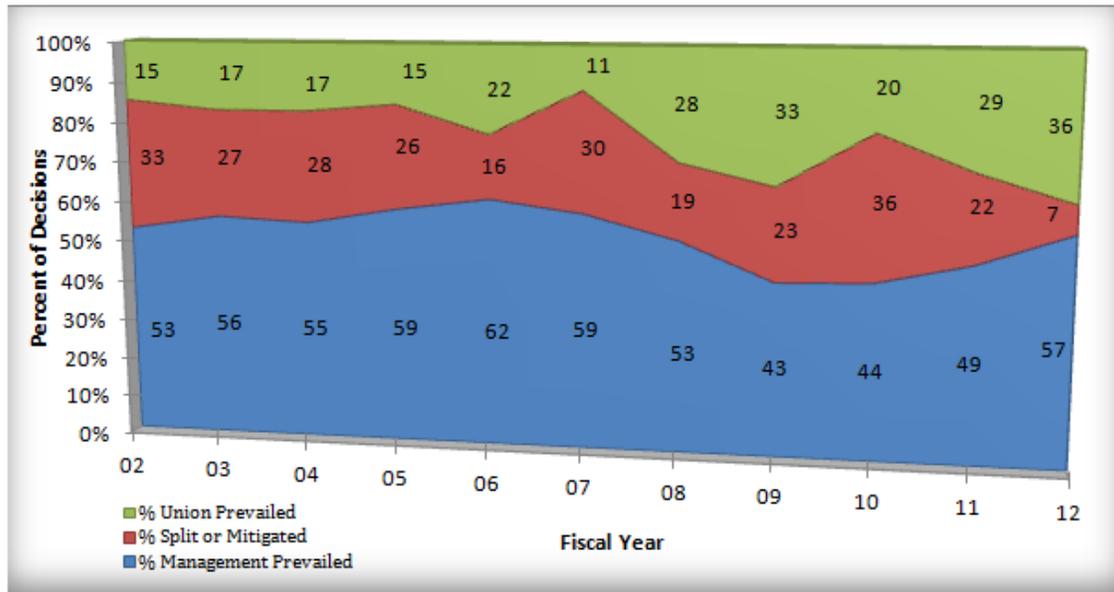
- Army has not met its objective of 80 calendar days from Initiation of the RPA to the Effective Date in FY12. The goal was to meet 80 days by the end of FY12 for all external hires. External hires are hires that are new to Army, with the exception of transfers from another DoD agency.
- The FY fill time is the weighted average of the four quarters.
- Per DoD guidance, all calculations are based on the following criteria:
 - BRAC Actions are excluded.
 - “Hold for Insourcing”, “Hold for 30 Day Suspension”, and Classification event time are all excluded.
 - “Trimmed Mean” approach is used. Under Trimmed Mean guidance, 95% of hiring actions are measured. The actions with the bottom 2.5% and top 2.5% fill time are treated as outliers.

See Appendix 2-3 for region breakout.



3-1 ARBITRATION DECISIONS

Objective: None Established



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

Number of Decisions

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
Management Prevailed	58	48	29	27	28	36	17	13	20	20	16
Split or Mitigated	36	23	15	12	7	18	6	7	16	9	2
Union Prevailed	16	15	9	7	10	7	9	10	9	12	10
Totals	110	86	53	46	45	61	32	30	45	41	28

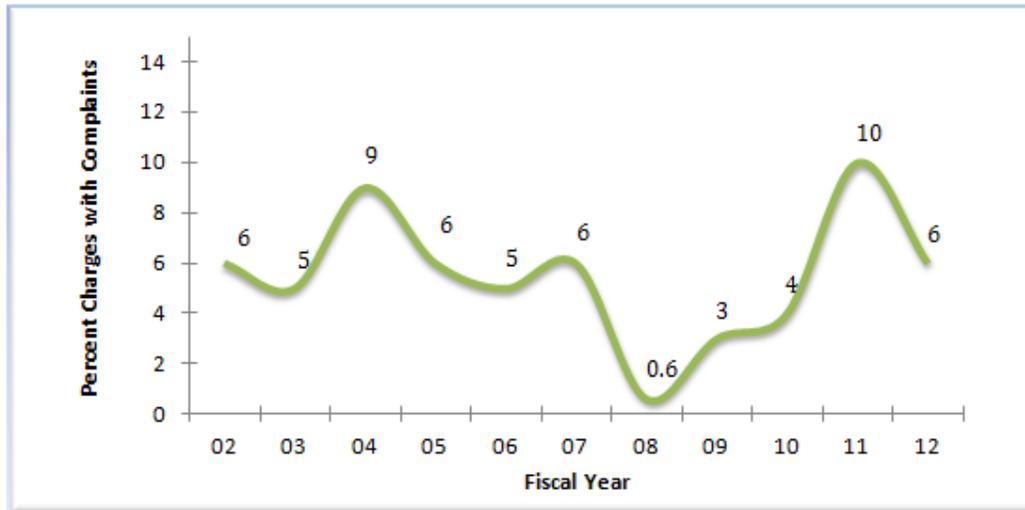
Analysis:

- In FY12 57% of the decisions favored management, 36% favored the union, and 7% were split or mitigated. Historically, management typically wins between 40% to 65% of the decisions.
- See Appendix 3-1 for FY12 Command data.



3-2 UNFAIR LABOR PRACTICES

Objective: None Established



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

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
ULP Charges	340	287	239	263	255	233	166	167	277	254	247
Complaints Issued	20	14	22	15	13	14	1	5	11	26	15

Analysis:

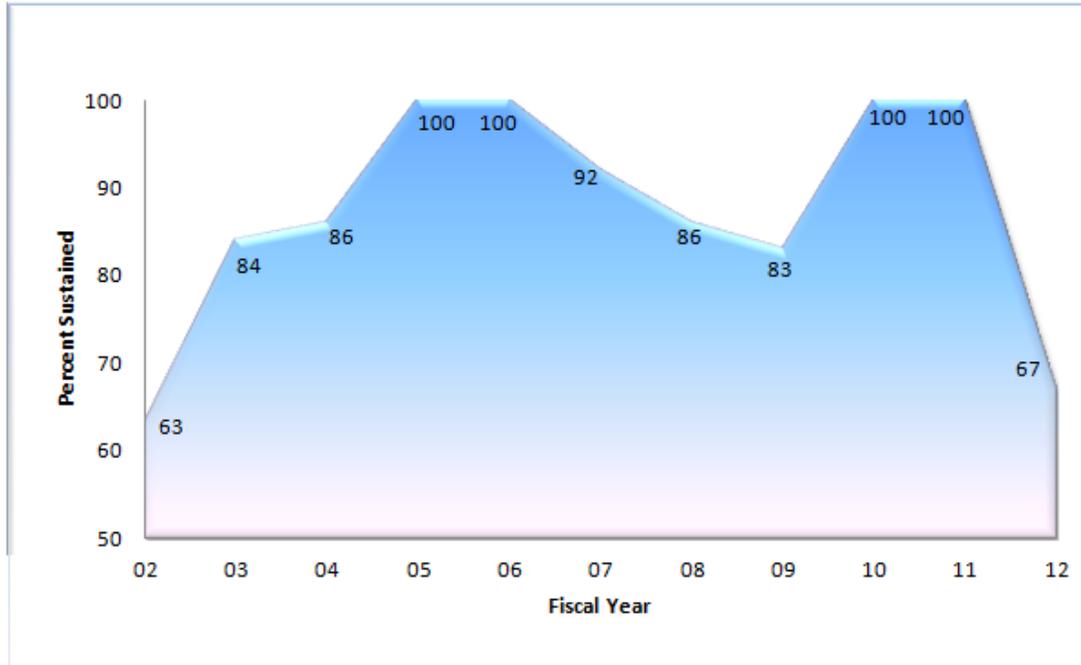
- The percent of ULP charges filed by unions for which complaints were issued by the FLRA decreased by 4 percentage points in FY12. In FY12 the number of charges filed decreased by 7 and the number of complaints issued decreased by 11. Installation Management Command, Army Materiel Command, Medical Command, Army Corps of Engineers, TRADOC, Acquisition Support Command, and HQDA accounted for 92% of the ULP charges in Army.
- See Appendix 3-2 for FY12 Command data.



3-3 CLASSIFICATION APPEALS

Objective: Not less than 90% OSD and OPM Sustainment

Assessment: Not Met



Source: Headquarters Department of the Army HR Program Development Division

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
Total Appeals	27	19	7	10	11	12	7	6	2	4	3
Sustained	17	16	6	10	11	11	6	5	2	4	2

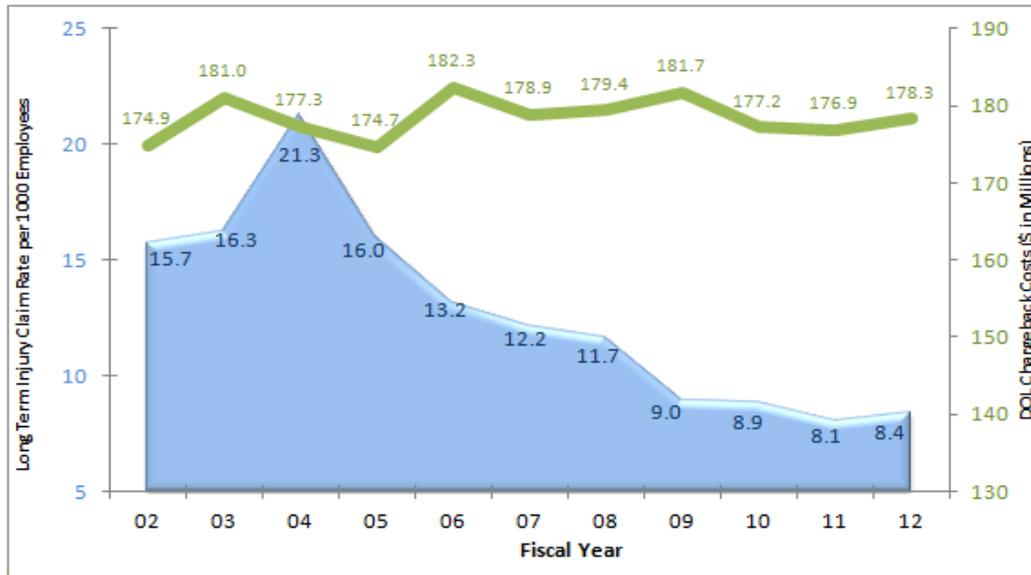
Analysis:

- Three adjudicated appeals were received in FY12. Two of the appeals were sustained. The third resulted in a lower grade.



3-4 FEDERAL EMPLOYEES COMPENSATION ACT BENEFITS

Objective: None Established



Source: Civilian Resource Conservation Information System and Department of Labor Annual Chargeback Bills

Analysis:

- The rate and total number of long-term workers compensation cases, excluding death and permanently disabled, continued to be low at 8.4 with 2,123 cases in FY12 as compared to 2,322 in FY11. The total cost of the program for FY12 increased to \$178,289,080. This was partially due to an extra program payment during the year and a cost of living adjustment.
- Two residential training courses for Injury Compensation Program Administrators (ICPAs) were offered by CHRA in FY12. CHRA and AG-1CP also offered telecon refresher training to experienced ICPAs. Emphasis was likewise placed on taking the free on-line training classes for ICPAs Level I and II.
- Army brought back 33 long-term claimants under the DCPAS "Pipeline" program during 2012 saving 52.5 million dollars in future cost avoidance.
- The Army Program Manager presented two training classes in September on Workers Compensation at the Army Safety Symposium in Atlanta.
- The Army Audit Agency completed three audits of the Workers Compensation program. A major recommendation was to consider centralizing the administration of the program. CHRA is beginning a pilot program to test this recommendation.
- The Army Implementing Guidance on Workers Compensation was released in August 2012, with the goal of standardizing the program across all installations. Version II of the Guidance is planned for release in the Spring of 2013.
- See Appendix 3-4 for Command data.



3-5 ACTEDS EXECUTION

CPM Effectiveness

Objective: Execute 100%

Assessment: Met

OVERALL EXECUTION FOR THE ACTEDS INTERN PROGRAM

BREAKDOWN	EXECUTION		
	Percentage		Dollars
Salary/Benefits	80.41%	\$	84,408,622
Training	3.61%	\$	3,791,363
Travel	15.98%	\$	16,775,071
Army Wide	100%	\$	104,975,056

Source: Assistant G-1 (CP), Training Management Division and Defense Finance and Accounting System

Analysis:

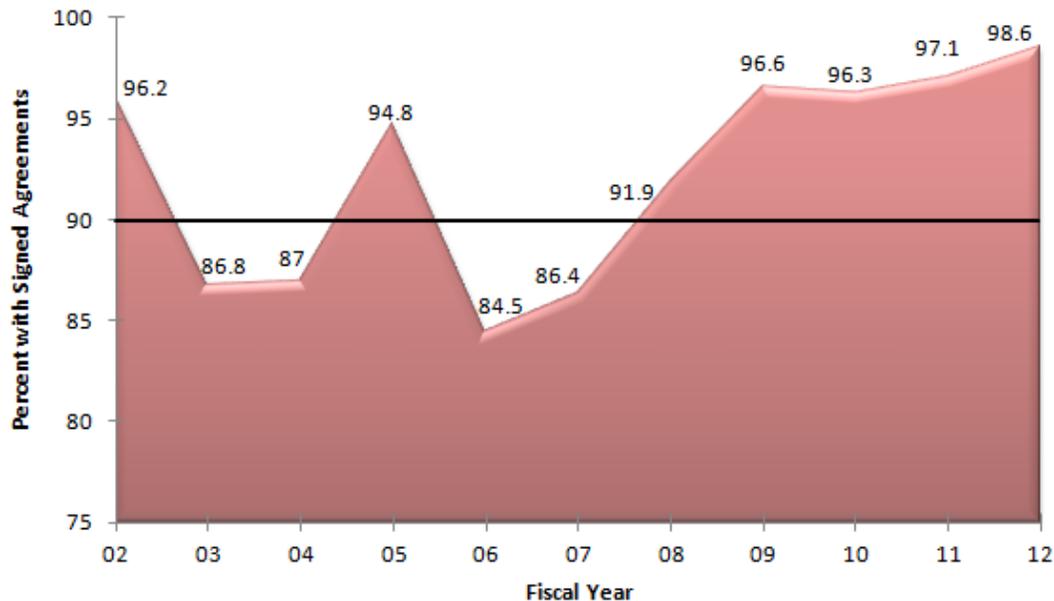
- In FY12, Army executed 100 percent of its ACTEDS intern dollars and its distributed work years.
- FY12 funds were executed centrally.



3-6 EMERGENCY ESSENTIAL EMPLOYEES WITH SIGNED AGREEMENTS

Objective: 90% with Signed Agreements

Assessment: Met



Source: HQ ACPERS.

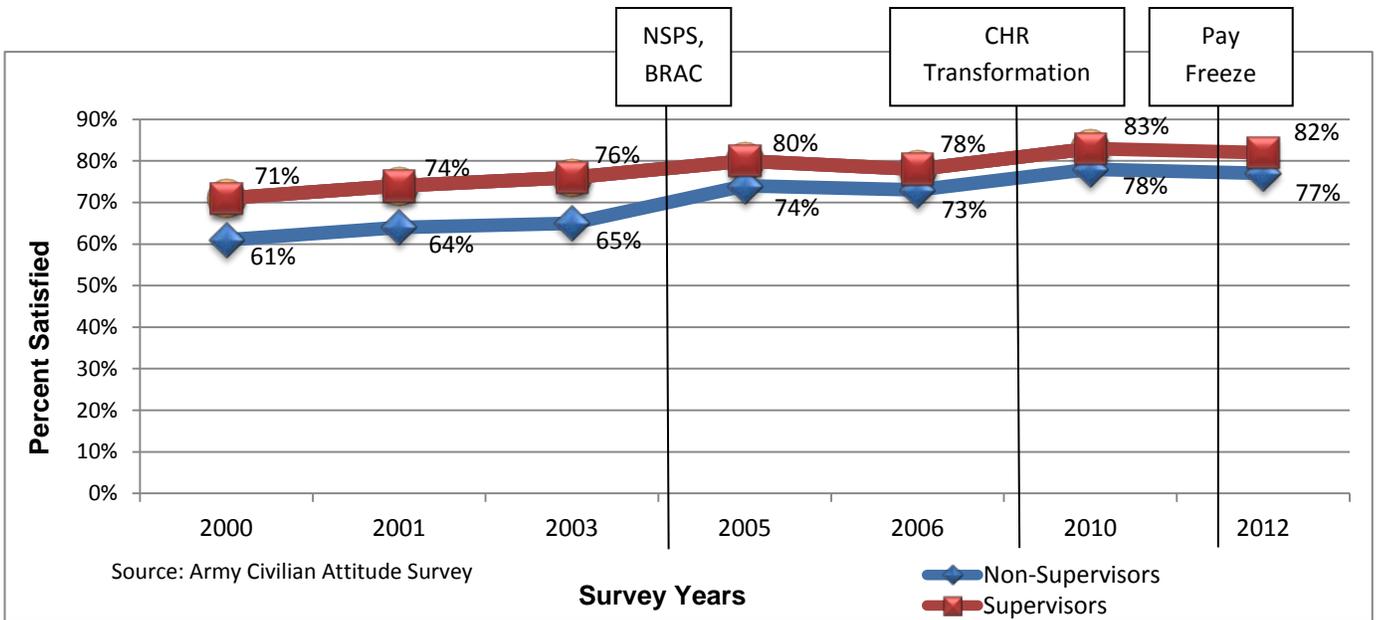
Analysis:

- Army met the objective. Commands not meeting the Army objective need to ensure Emergency Essential personnel are properly documented within the automated systems.
- The population for the above analysis includes employees coded as Emergency Essential (EE) who are also coded as being in EE positions. To be included in this population each employee had to be coded as an EE in both their employee and position fields. This approach was considered to be more conservative than one based solely on the employee code. With rare exceptions, all EE employees should be in EE positions. In FY12, 90 of 809 EE employees (11 percent) were in positions not coded as being EE positions. This percentage has continued over the years. The percentage of EE employees in EE positions with signed agreements has improved over the last five years. Army has two errors to be concerned about - the coding of EE positions and signed agreements for EE employees in these positions.
- The following command was below 90%: USAREUR.

See Appendix 3-6 for raw data, Command data, and the computer codes used.



4-1 ARMY-WIDE JOB SATISFACTION TRENDS

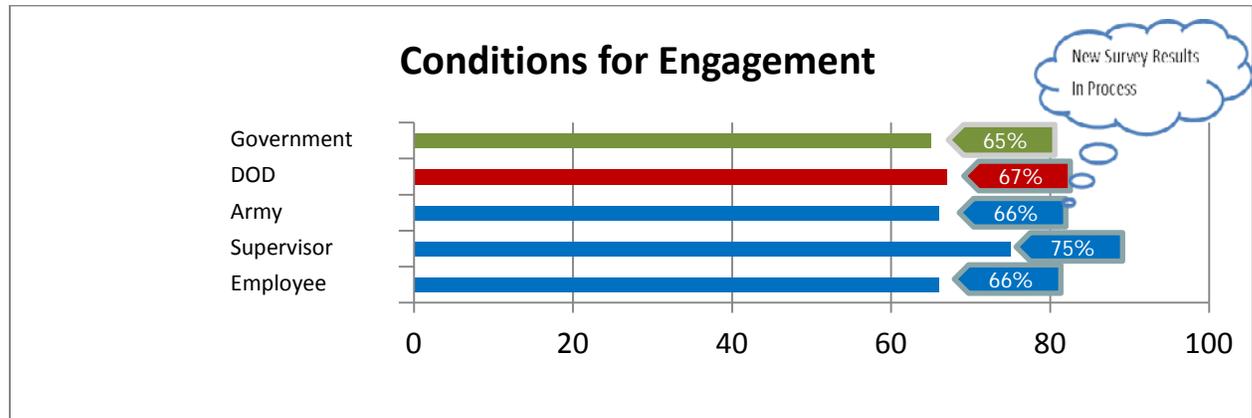


Analysis:

- Army's average Job Satisfaction has remained high; 77% for non-supervisors and 82% for supervisors. The FY12 Army Civilian Attitude Survey level of satisfaction was slightly lower than the FY10 results.
- External events, including NSPS, BRAC implementation, CHR transformation, and a Pay Freeze appear to have had little impact on Job Satisfaction.
- Army wide job satisfaction has remained at high levels.
- A complex interplay of variables such as values, competencies, career aspirations, and person-environment fit typically contribute to overall job satisfaction.
- While job satisfaction is at present an organizational strength, it should be nurtured and maintained rather than taken for granted. Managers should strive to monitor satisfaction informally on a daily basis to help mitigate workplace stressors.



4-2 WORKFORCE ENGAGEMENT



Source: Federal Employee Viewpoint Survey & Army Civilian Attitude Survey

Analysis:

- Army's average on the 2012 Federal Employee Viewpoint Survey of 66 percent was one percent lower than DOD at 67 percent and one percent higher than the Government-wide average of 65 percent. The same items are compared on the Army Civilian Attitude Survey. In FY10 Army supervisors were the most engaged at 75 percent, while Army employees were engaged at 66 percent. This item will be updated with the 2013 Army survey results by June, 2013.
- The current Federal Employee Viewpoint Survey and the Army Civilian Attitude Survey do not contain direct measurements of employee feelings of engagement, such as passion, commitment and involvement. However, they do include items that cover most of the conditions "likely to lead to employee engagement". In order to differentiate the index from "job satisfaction", survey items that asked respondents "how satisfied" were excluded, but items measuring the common drivers of employee engagement (e.g., leadership, opportunity to use skills, etc.) were included.

The index is computed as the average percent favorable response to the following items:

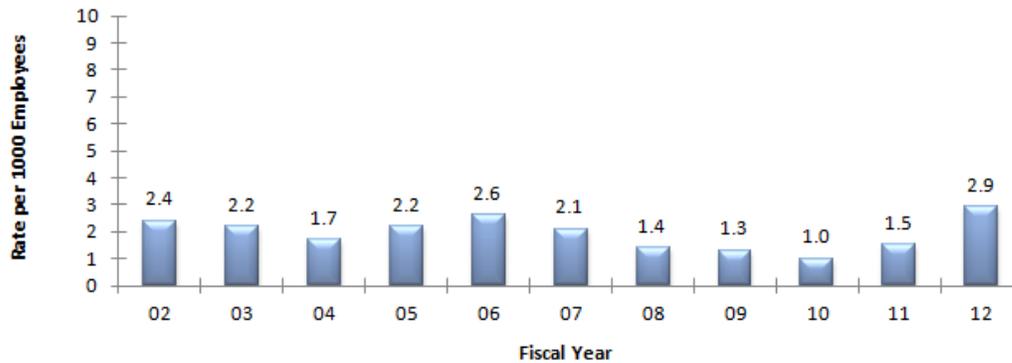
- I feel encouraged to come up with new and better ways of doing things.
- My Work gives me a feeling of personal accomplishment
- I know what is expected of me on the job.
- My talents are used well in the workplace.
- Supervisors/team leaders in my work unit support employee development.
- My supervisor/team leader listens to what I have to say.
- In my organization, leaders generate high levels of motivation and commitment in the work place.
- Managers communicate the goals and priorities of the organization.



4-3 NUMBER OF FORMAL GRIEVANCES

Under Administrative Procedures

Objective: None Established



Source: Number of grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements.
Number of non-bargaining unit employees from HQ ACPERS.

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
No. Grievances	211	187	146	195	230	186	132	131	114	164	308
No. Non-BU Employees	86,757	85,930	86,954	88,375	87,636	87,256	92,007	102,149	109,072	109,489	105,396

Analysis:

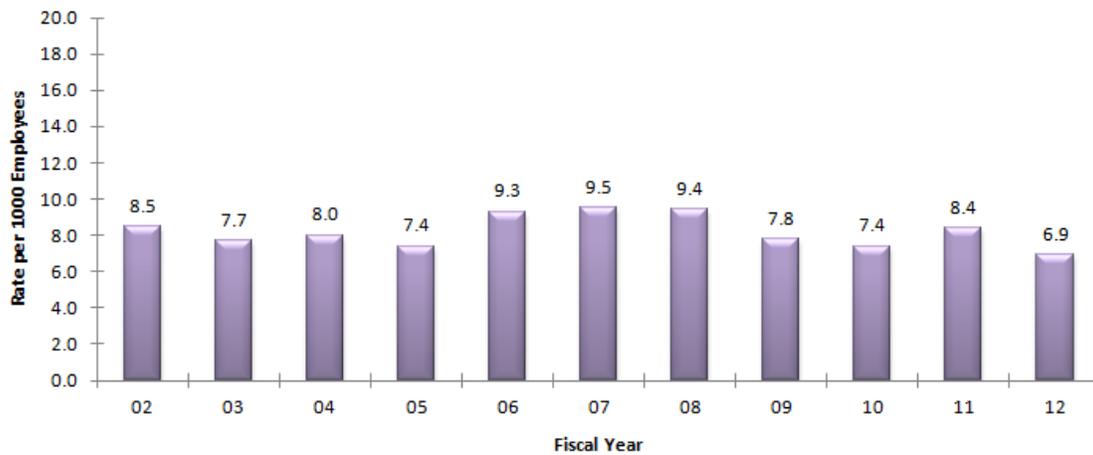
- The FY12 rate was 2.9. The number of formal grievances under administrative grievance procedures increased by 144. This year's rate is 1.4 grievances per 1000 employees higher than FY11.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.
- See Appendix 4-3 for FY12 Command data.



4-4 NUMBER OF FORMAL GRIEVANCES

Under Procedures Negotiated with Unions

Objective: None Established



Source: Number of grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements.
Number of bargaining unit employees from HQ ACPERS

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
No. Grievances	951	866	925	902	1,146	1,187	1,261	1,108	1,106	1,216	975
No. BU Employees	112,215	122,261	115,408	121,582	123,361	124,500	133,594	142,109	150,153	144,725	141,653

Analysis:

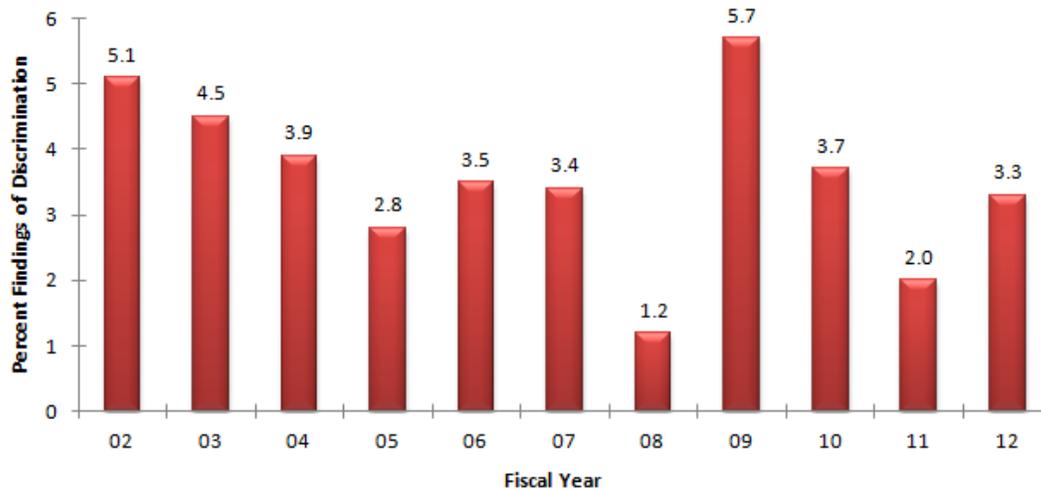
- In FY12, the rate of grievances was 6.9. This rate is 1.5 grievances per 1000 employees lower than FY11.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.
- See Appendix 4-4 for FY12 Command data.



4-5 EEO COMPLAINTS

Findings of Discrimination

Objective: None Established



Source: Equal Employment Opportunity Compliance & Complaints Review (EEOCCR), does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
No. Formal Complaints Filed	1124	1069	1002	1153	1181	1179	1216	1207	1320	1279	1226
No. to EEOCCR	489	398	436	361	433	355	335	335	356	351	306
No. Findings of Discrimination	25	18	17	10	15	12	4	19	13	7	10

Analysis:

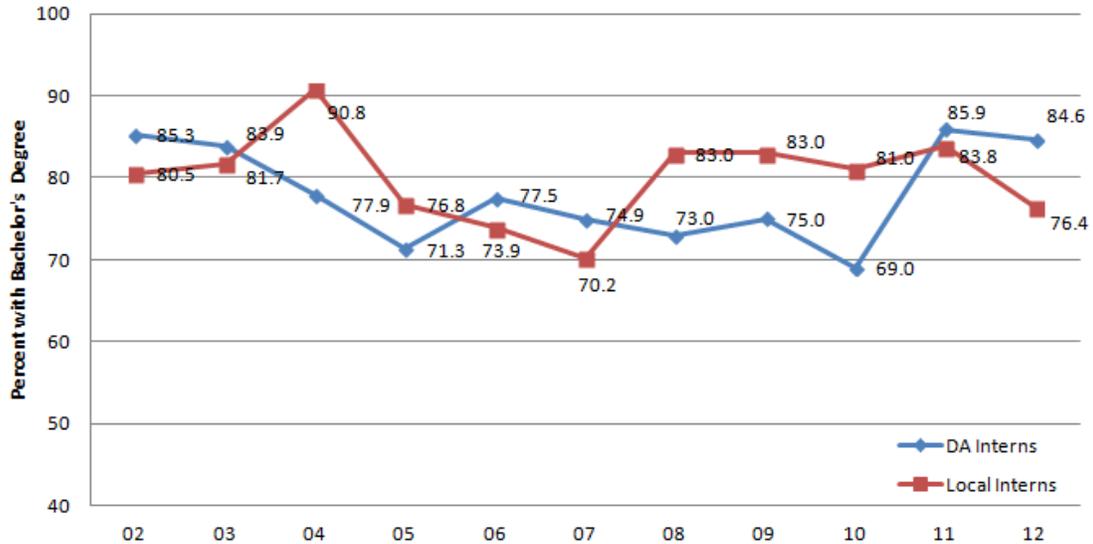
- The percent of findings increased 1.3 percent from 2.0 percent in FY11 to 3.3 percent in FY12.
- Most complaints are dismissed, withdrawn or settled before reaching EEO Compliance & Complaints Review (EEOCCR). The number and percentage of findings rose slightly from FY11 but remained below the recent high established in FY09. Overall, findings continue to be extremely rare Army-wide, occurring in only 0.8 percent of complaints filed in FY12. A determination that an employee was retaliated against by management for prior participation in the EEO complaint process remained the most common reason for a finding, occurring in 7 of the 10 cases in which discrimination was found to have occurred.



5-1 NEW INTERNS – EDUCATION LEVEL

Objective: None Established

Education Level by Type of Trainee



Source: PECP-CHT-TM & PECP-CHP

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
DA Interns											
With Degree	133	867	441	654	717	556	775	945	363	717	471
Without Degree	23	166	125	263	208	186	288	312	166	118	86
Local Interns											
With Degree	314	295	485	460	326	177	350	423	426	238	55
Without Degree	76	66	49	139	115	75	74	87	103	46	17

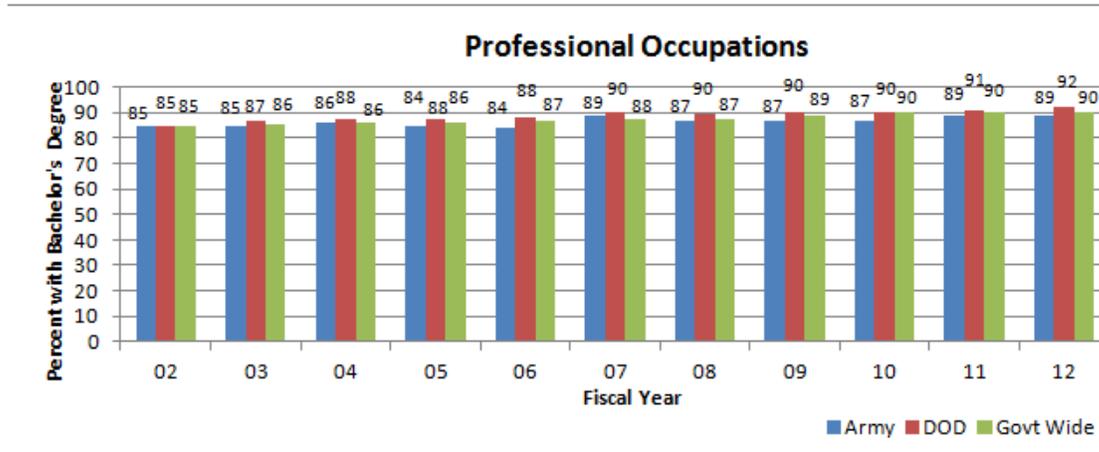
Analysis:

- FY12 data shows a 28.5% decrease in the number of DA interns hired compared with FY11. The number of DA interns with a bachelor's degree or higher was 471 (84.6%).
- FY12 data shows a 74.6% decrease in the number of local interns hired compared with FY11. The number of local interns with a bachelor's degree or higher was 55 (76.4%).

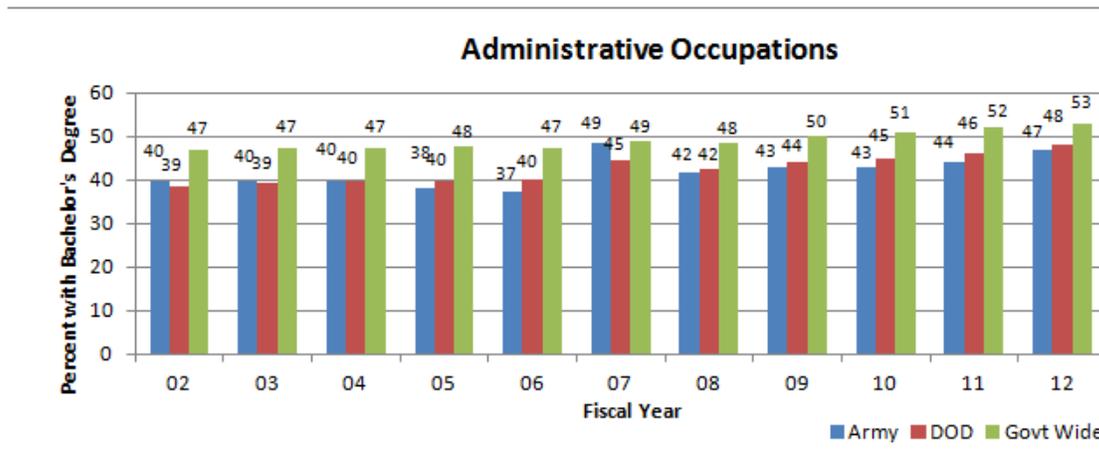


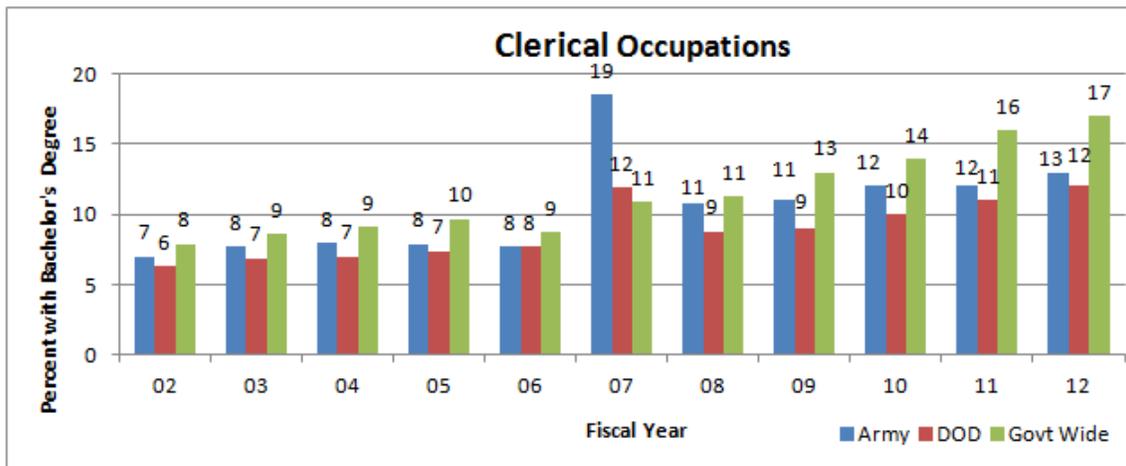
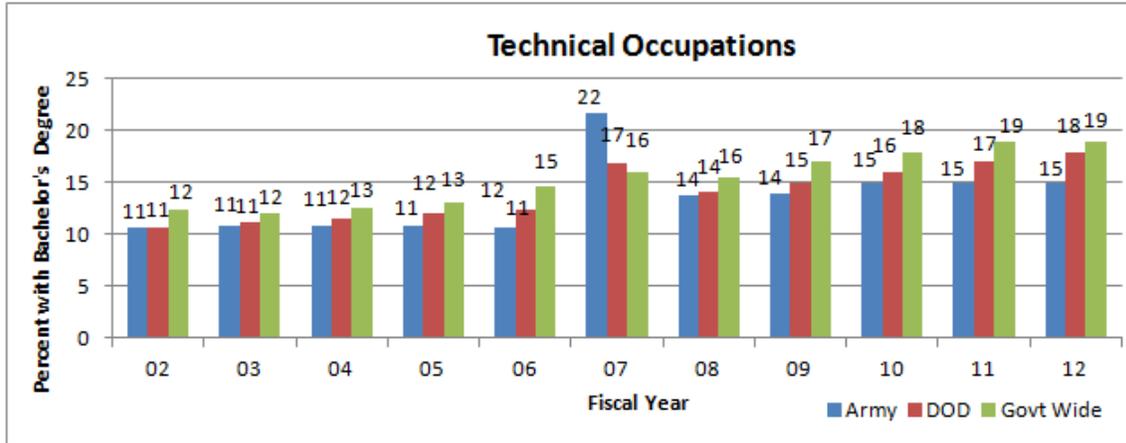
5-2 WORKFORCE – EDUCATION LEVEL BY PATCO

Objective: None Established



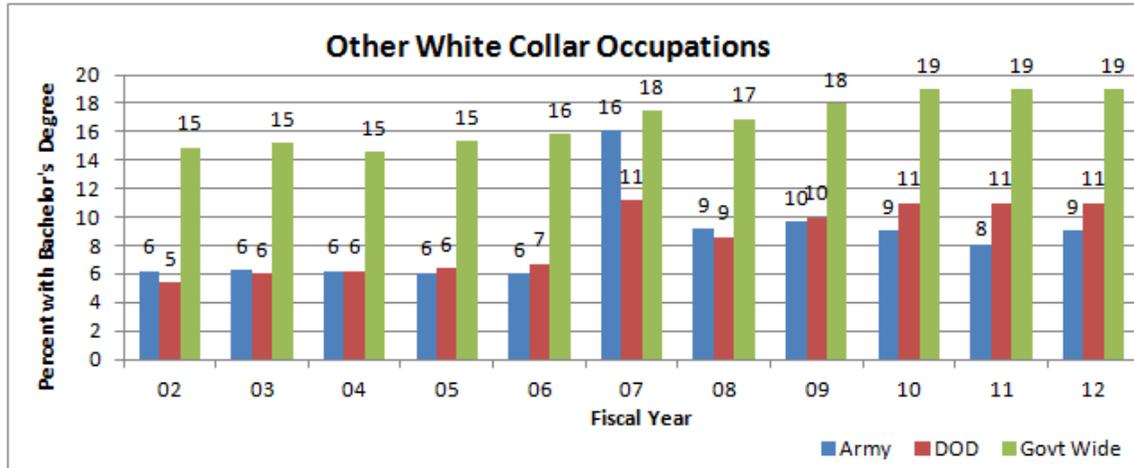
Source: Office of Personnel Management.







5-2 CONTINUED



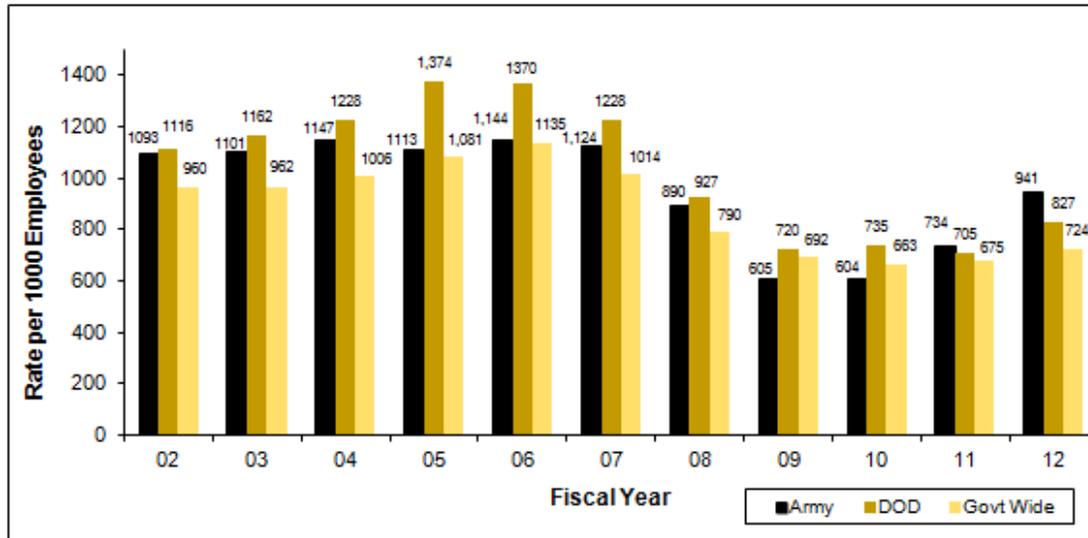
Analysis:

- For professional occupations, the percent with college degrees has been stable, with about the same levels in Army, DOD and Government-wide. Over the past eleven years, the Army percentage ranged from a low of 84.4% in FY06 to a high of 89.4% in FY12. The FY12 Army percent with college degrees is up .3 percentage points from last year.
- For administrative occupations, the Army percent with college degrees was historically around 40% until FY07 when it increased and then returned to slightly above previous year levels. The percents are up for Army, DOD, and Government-wide in FY12.
- College degrees for those in Army technical occupations has historically been around 11% with the exception of FY07. In recent years, the level has increased to 15%. The Government-wide and DOD percents are higher than Army. A similar pattern exists for those having college degrees in clerical occupations. The Army percentage however was higher than DOD but still lower than the Government-wide. The overall clerical percent is lower than the technical occupations.
- For other white collar occupations, the percent with college degrees has increased over the past eleven years for DOD, and Government-wide. Army went down in FY10 and FY11 to 9% and 8%. In FY12 it was at 9%. The Government-wide percent is significantly higher than Army and DOD at 19%.
- See Appendix 5-2 for raw data and explanation of terms "Army," "DOD," and "Govt Wide".



5-3 MONETARY AND TIME OFF AWARDS

Objective: None Established



Source: Office of Personnel Management

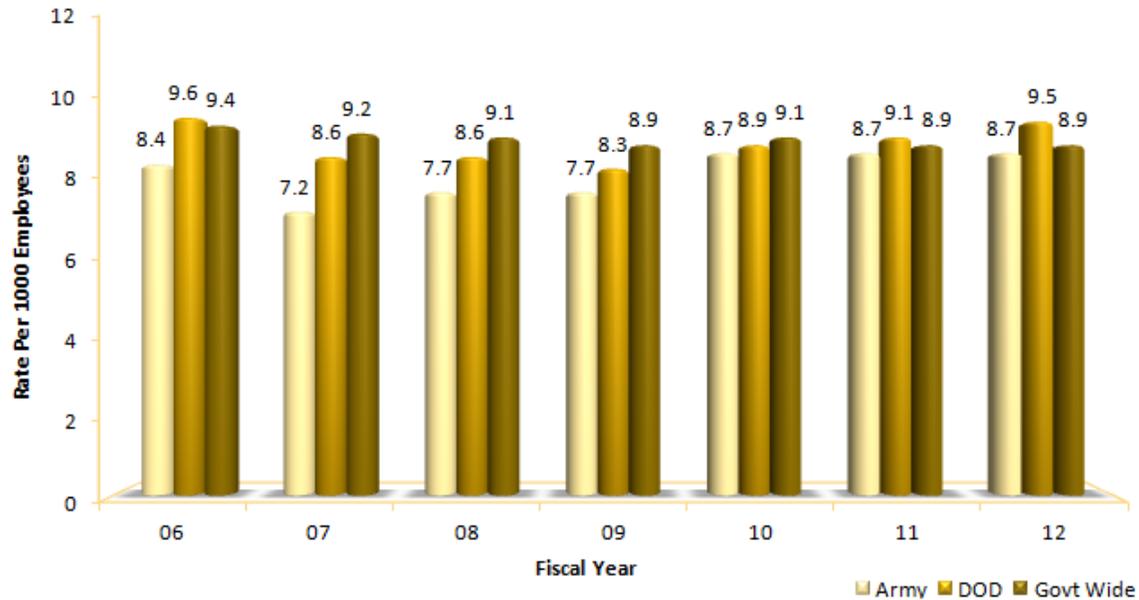
Analysis:

- 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.
- Army and DOD had a significant drop in awards beginning in FY08 as NSPS was implemented. Fiscal constraints continued this trend through FY10. In FY11-12, Army's rate increased over the DOD and Government-Wide rates.
- See Appendix 5-3 awards for raw data and explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Monetary and Time Off Awards" and the terms "Army", "DOD", "Government-Wide" and FY12 Command data.



5-4 DISCIPLINARY/ADVERSE ACTIONS

Objective: None Established



Source: Office of Personnel Management.

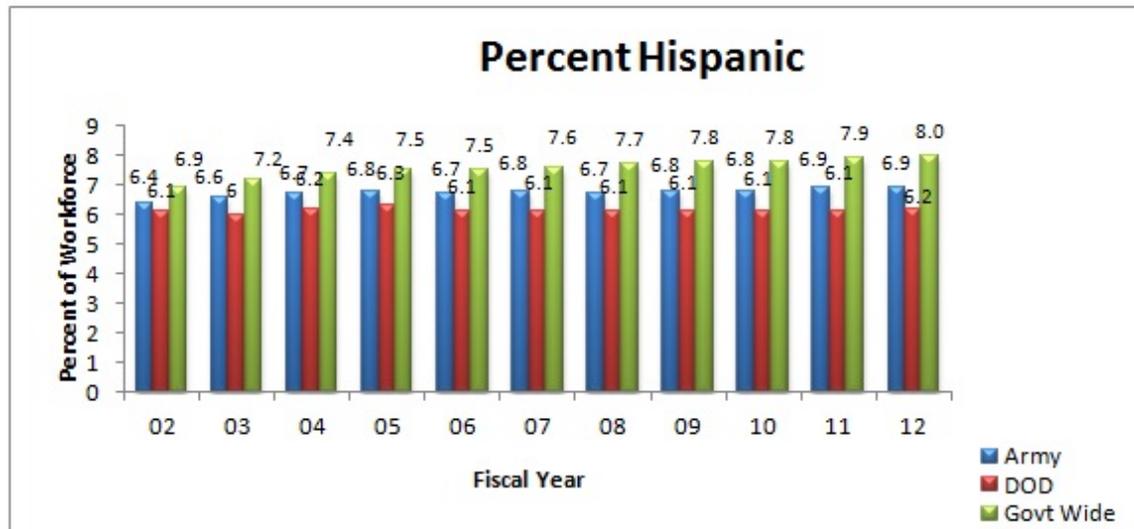
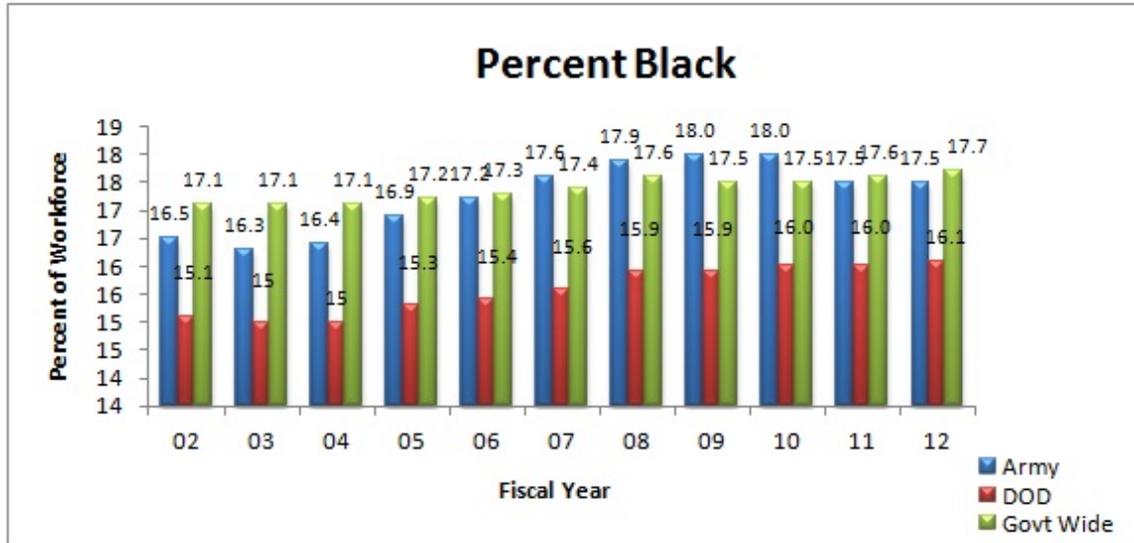
Analysis:

- Army's rate of disciplinary/adverse actions per 1,000 employees continues to be lower than the DOD and Government-wide rates through FY12.
- 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.
- See Appendix 5-4 for raw data; and explanation of the terms "Army", "DOD", "Government-Wide", and FY12 Command data.



6-1 RNO/ERI BREAKOUT OF WORKFORCE

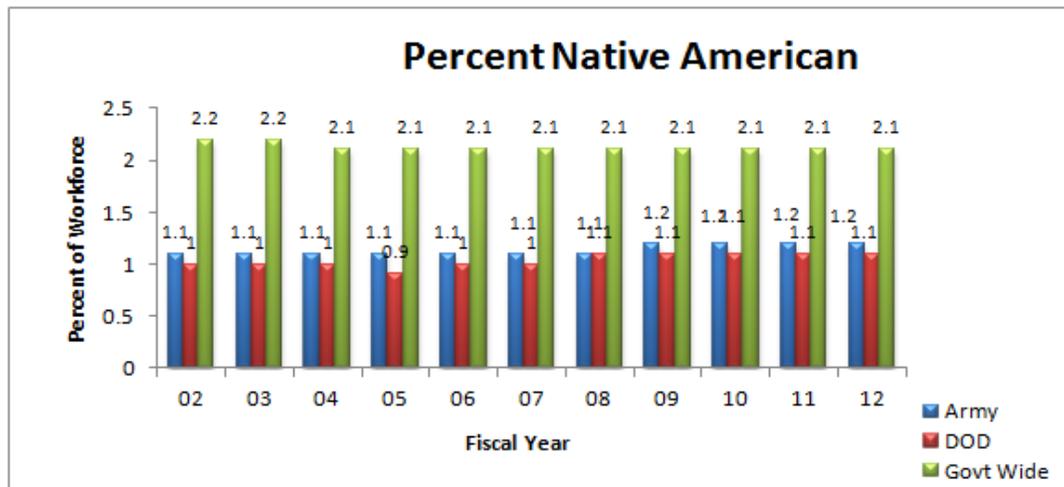
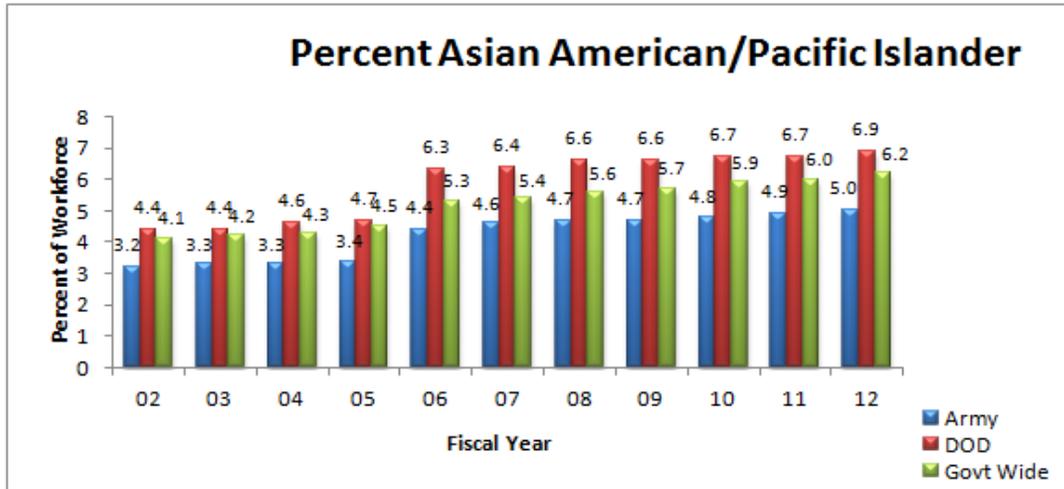
Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

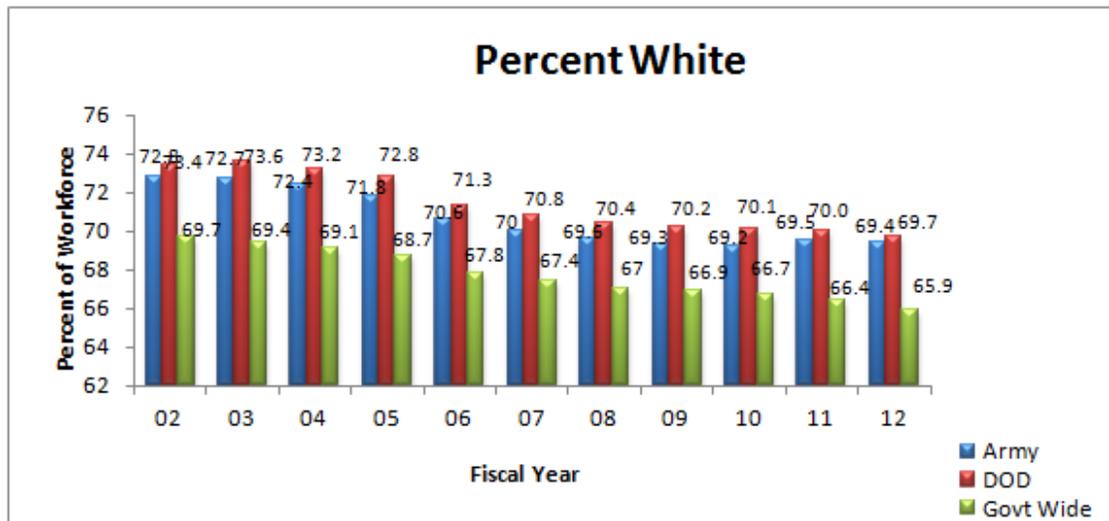


6-1 CONTINUED





6-1 CONTINUED



Prior to January 1, 2006, agencies collected race and national origin (RNO - American Indian or Alaskan Native, Asian or Pacific Islander, Black not of Hispanic Origin; Hispanic; White not of Hispanic Origin) information from employees.

Beginning January 1, 2006, agencies are collecting ethnicity and race indicator information (ERI - American Indian/Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Black or African American, Hispanic or Latino, Two or More Races, White).

This report uses OPM's bridging methodology to convert ERI to RNO to perform trend and historical analysis.

Analysis:

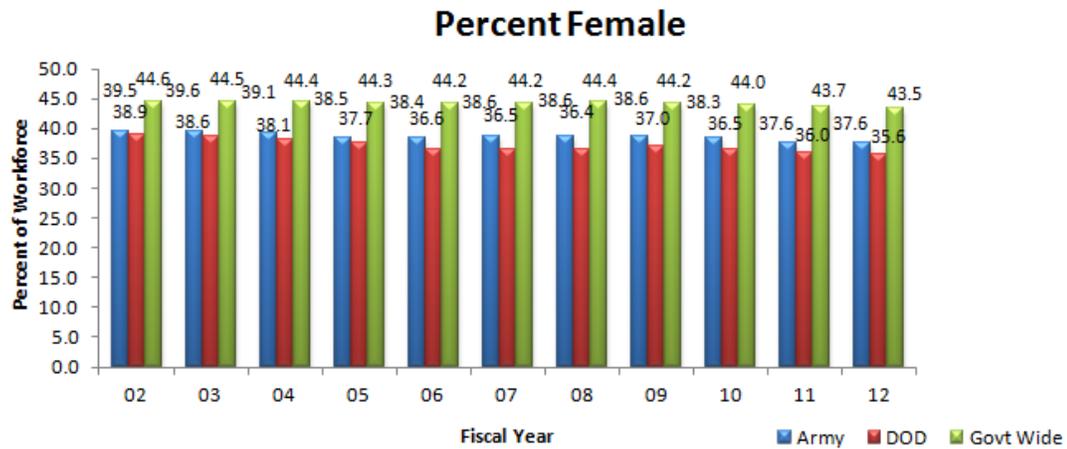
- The percentage of minorities has increased through FY10. In FY11-12 it returned to the FY08 level.
- The population of Black employees in Army has increased slightly since FY03. In FY11-12 it went down.
- The population of Hispanic employees in Army has remained relatively consistent over the past few years. It has remained higher than DOD and lower than the Government-wide rates.
- The increase in the Asian/Pacific Islander population in Army, DOD, and the Federal Government in FY06 may be a real change but is more likely an artifact of conversion from ERI to RNO. From FY06 on there was a gradual increase in Army, DOD, and Government-wide.
- The population of Native Americans has remained relatively constant. Army is approximately the same as DOD and lower than the Government-wide percentage.

See Appendix 6-1 for raw data and explanation of the terms "Army," "DOD," and "Govt Wide".



6-2 FEMALE REPRESENTATION

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

- Army's percentage of female employees in FY12 remained constant with FY11 at 37.6%.
- Compared to government overall, Army had a smaller percentage of female employees (37.6% vs. 43.5%) for FY12.

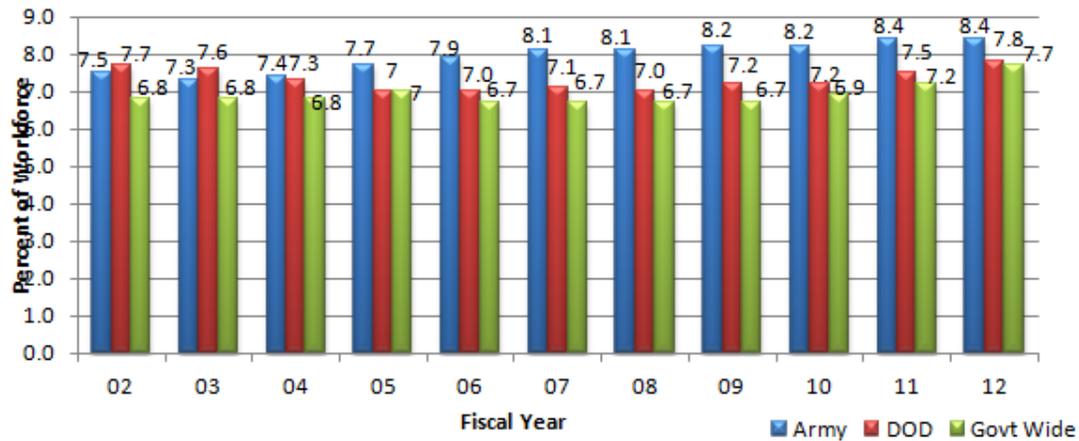
See Appendix 6-2 for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."



6-3 INDIVIDUALS WITH DISABILITIES

Objective: None Established

Percent Disabled



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

- Army's FY12 (8.4%) percentage of disabled employees is constant with FY11.
- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.

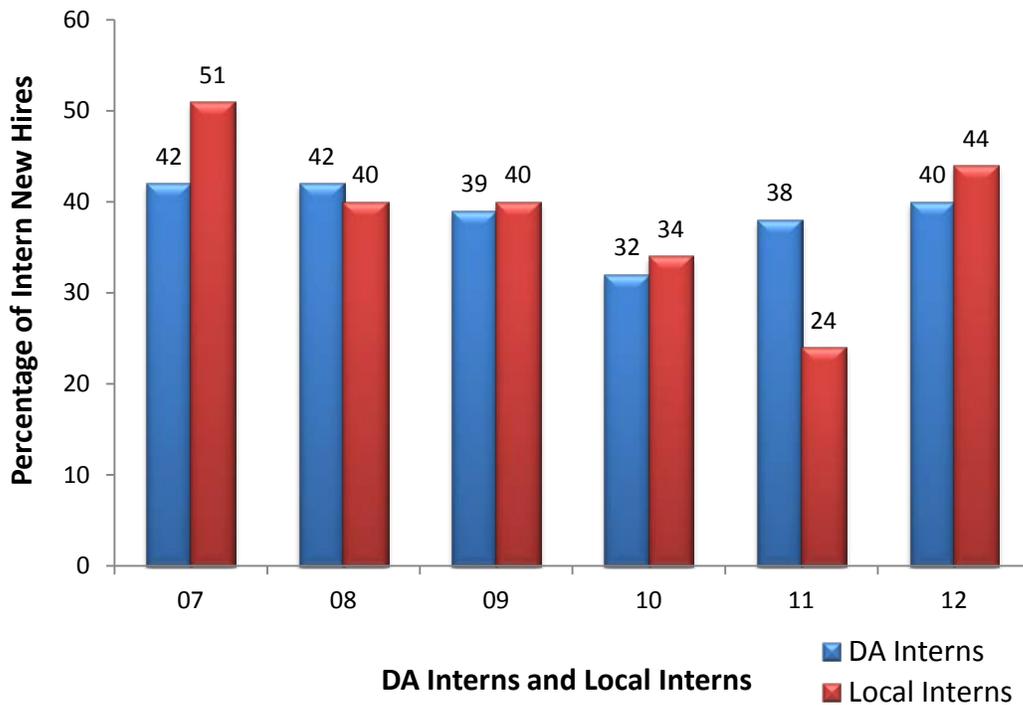
See Appendix 6-3 for raw data and explanation of the terms "Army," "DOD," and "Govt-wide."



6-4 FEMALE DA INTERNS AND LOCAL INTERN NEW HIRES

Objective: None Established

Percent Females



Source: PECP-CHT-TM & PECP-CHP

Number of Females

Fiscal Year	07	08	09	10	11	12
DA Interns	313	448	486	168	317	222
Local Interns	128	169	202	181	68	32

Percentage of Females

Fiscal Year	07	08	09	10	11	12
DA Interns	42	42	39	32	38	40
Local Interns	51	40	40	34	24	44

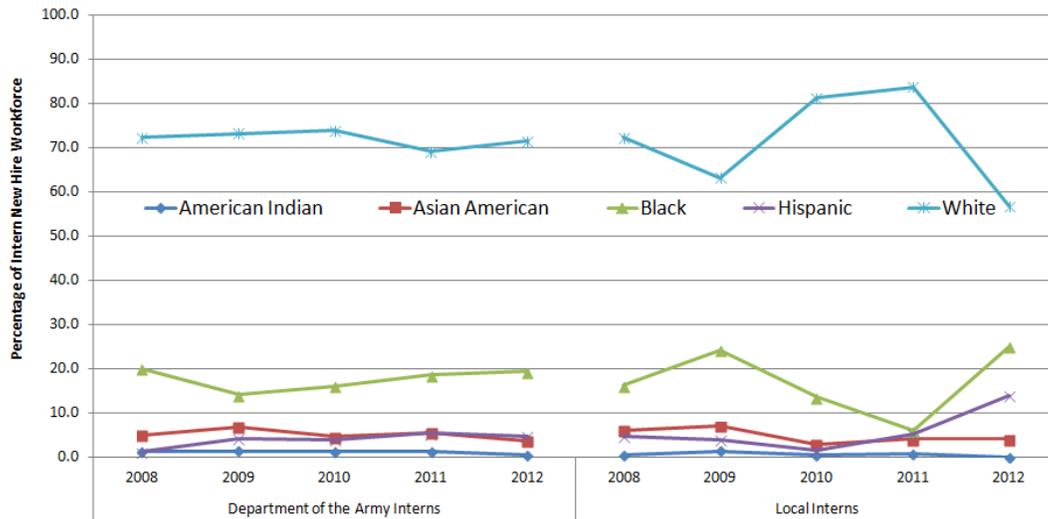
Analysis:

- Army's percentage of female DA Interns increased from 38 to 40% in FY12.
- Army's percentage of female Local Interns increased from 24 to 44% in FY12.



6-5 RNO/ERI BREAKOUT OF DA AND LOCAL NEW HIRES

Objective: None Established



Source: PECP-CHT-TM & PECP-CHP

Ethnicity & Race Indicator	DA	DA	DA	DA	DA	Local	Local	Local	Local	Local
	Interns 08	Interns 09	Interns 10	Interns 11	Interns 12	Interns 08	Interns 09	Interns 10	Interns 11	Interns 12
American Indian/Alaskan Native	13	17	7	10	3	2	7	2	2	0
Asian/Pacific Islander	54	87	25	47	21	26	36	16	12	3
Black	213	178	85	155	108	69	124	72	17	18
Hispanic	13	53	21	45	26	20	20	9	15	10
White	770	922	391	578	399	307	323	430	238	41
Total	1,063	1,257	529	835	557	424	510	529	284	72

This report uses OPM's bridging methodology to convert ERI to RNO to perform trend and historical analysis.

Analysis:

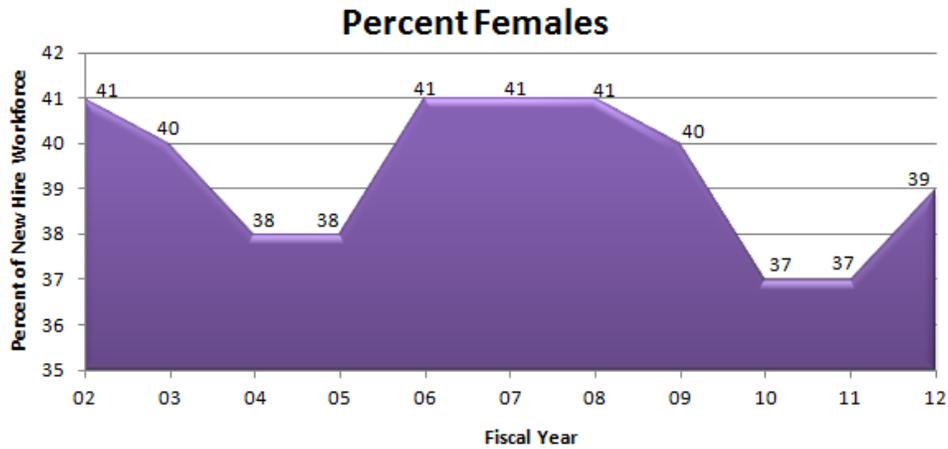
- In FY12, RNO/ERI percentage of DA Interns minority new hires was 28.37% which was lower than FY11 at 30.78%.
- In FY12, the RNO/ERI percentage of Local Intern minority new hires was 43.06% which was higher than FY11 at 16.20%.



6-6 REPRESENTATION OF NEW HIRE FEMALES

6-6 Representation of New Hire Females

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Number of New Hires

Fiscal Year	02	03	04	05	06	07	08	09	10	11	12
Female	10,165	10,139	11,653	13,147	10,878	10,877	16,250	19,071	15,968	12,422	9,963
Male	14,933	15,305	18,716	21,214	15,801	15,526	23,649	28,317	27,692	21,231	15,779
Total	25,098	25,444	30,369	34,361	26,679	26,403	39,899	47,388	43,660	33,653	25,742

Analysis:

Army's percentage of FY12 female new hires (39%) returned to one percentage points less than FY09 (40%).

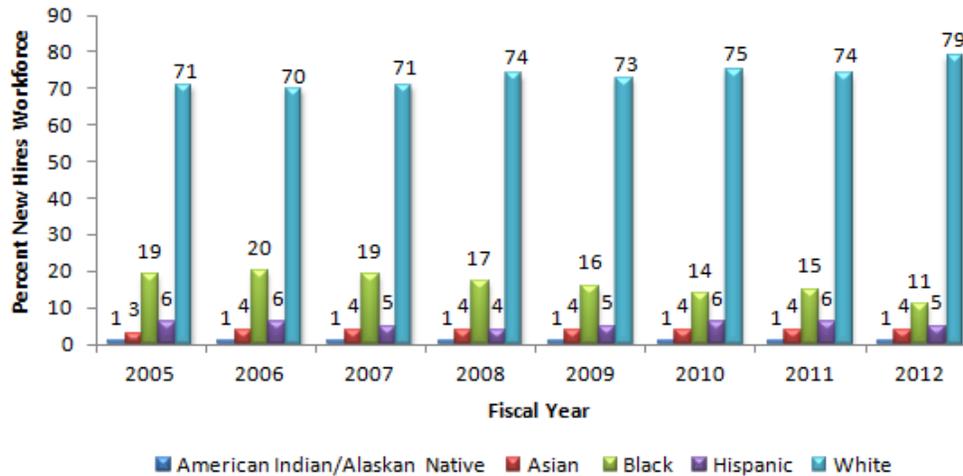


6-7 RNO/ERI BREAKOUT OF NEW HIRES

6-7 RNO/ERI Breakout of New Hires

Objective: None Established

Percent RNO/ERI



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Number of New Hires

Fiscal Year	05	06	07	08	09	10	11	12
American Indian/Alaskan Native	203	258	332	312	641	438	321	170
Asian/Pacific Islander	1,021	905	1,049	1,514	2,128	1,789	1,507	1,025
Black	6,048	5,009	4,662	6,642	7,721	6,088	4,930	2,886
Hispanic	2,062	1,508	1,311	1,765	2,505	2,413	1,853	1,231
White	23,321	17,935	17,575	29,661	34,366	32,931	25,041	20,430
Total	32,655	25,615	24,929	39,894	47,361	43,659	33,652	25,742

Analysis:

- Compared to FY11, Army's minority hiring in FY12 decreased by 5 percentage points.
- Within minority groups, Black new hires decreased 4 percentage points. Hispanic decreased 1 percentage point, and American Indian/Alaskan Native, and Asian/Pacific Islander new hires percentage remained constant.

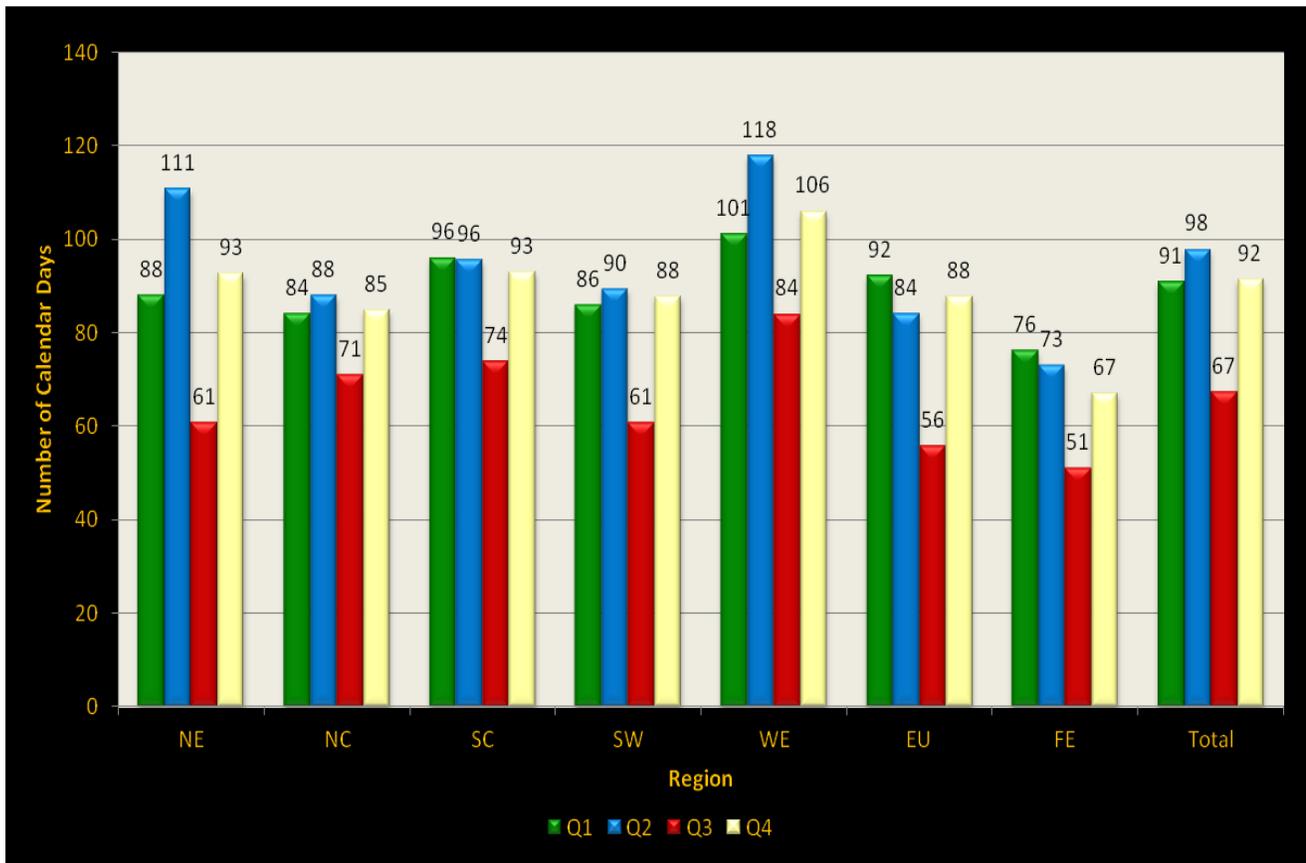
1-4
Civilian Strength

Command Data for FY12

CMD Code	Command	Military Function				Civil/Cem Function	AF Total	NAF	Grand Total
		US Direct Hire	FN Direct Hire	FN Indirect Hire	TOTAL				
A1	US Army Africa	186	4	0	190		190		190
AA	US Army Accessions Command	2670	0	0	2670		2670		2670
AE	USA Acquisition Support CMD	5346	1	0	5347		5347		5347
AP	Military Entrance Processing Command	2390	0	0	2390		2390		2390
AS	USA Intelligence & Security CMD	3408	113	98	3619		3619		3619
AT	USA Test and Evaluation CMD	4095	0	0	4095		4095	1	4096
BA	USA Installation Management CMD	31751	3012	4547	39310		39310	23688	62998
CB	USA Criminal Investigations CMD	816	23	23	862		862		862
CE	USA Corps of Engineers	11284	264	266	11814	24141	35955		35955
E1	US Army Europe // 7th Army ¹	1857	94	3054	5005		5005	58	5063
FC	USA Forces Command	3270	0	0	3270		3270		3270
GB	USA National Guard (Title 5 + Title 32)	28180	0	0	28180		28180		28180
G6	USA Network Enterprise & Technology CMD	4844	417	435	5696		5696		5696
HR	USA Reserve CMD (Support to AC)	8490	0	0	8490		8490		8490
JA	Joint Activities ²	2634	22	26	2682		2682	2	2684
MA	US Military Academy	697	0	0	697		697	561	1258
MC	USA Medical CMD ³	42704	522	1152	44378		44378	613	44991
MW	Military District of Washington	253	0	0	253	198	451	40	491
P1	US Army Pacific	1431	1390	4723	7544		7544		7544
SC	US Space and Missile Defense CMD	907	0	0	907		907		907
SP	US Army Special Operations CMD	1711	0	5	1716		1716		1716
TC	US Training & Doctrine CMD ⁴	12653	3	1	12657		12657	36	12693
X1	USA Materiel CMD ⁵	64131	636	495	65262		65262	574	65836
2A	US Army Forces Cyber Command	195	0	0	195		195		195
3A	US Army Central // 3rd Army	536	67	0	603		603		603
5A	US Army North // 5th Army	318	0	0	318		318		318
6A	US Army South // 6th Army ⁶	319	0	0	319		319		319
HQ	HQDA ⁷	13058	105	162	13325		13325	1729	15054
	ARMY WIDE	250,134	6,673	14,987	271,794	24,339	296,133	27,302	323,435

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
 - 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs)
 - 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
 - 4) Includes Army War College (TW).
 - 5) All AMC subactivities: X1-XX.
 - 6) Includes civilians assigned to 6A and SO.
 - 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
- No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments

2-3
Staffing Timeliness by Region
Army External Hires



From Initiation of the RPA to the Effective Date

3-1 Arbitration Decisions

Command Breakout - FY12

CMD Code	Command	To Arbitration	Union Prevalled	Management Prevalled	Split Decision
A1	US Army Africa	0	0	0	0
AA	US Army Accessions Command	0	0	0	0
AE	USA Acquisition Support CMD	0	0	0	0
AP	Military Entrance Processing Command	1	0	1	0
AS	USA Intelligence & Security CMD	0	0	0	0
AT	USA Test and Evaluation CMD	0	0	0	0
BA	USA Installation Management CMD	8	2	2	0
CB	USA Criminal Investigations CMD	0	0	0	0
CE	USA Corps of Engineers	3	1	0	0
E1	US Army Europe // 7th Army ¹	0	0	0	0
FC	USA Forces Command	1	1	1	0
GB	USA National Guard (Title 5 + Title 32)	0	0	0	0
G6	USA Network Enterprise & Technology CMD	0	0	0	0
HR	USA Reserve CMD (Support to AC)	0	0	0	0
JA	Joint Activities ²	1	0	0	0
MA	US Military Academy	0	0	0	0
MC	USA Medical CMD ³	12	2	4	0
MW	Military District of Washington	0	0	0	0
P1	US Army Pacific	0	0	0	0
P8	8th US ARMY	0	0	0	0
SC	US Space and Missile Defense CMD	0	0	0	0
SP	US Army Special Operations CMD	0	0	0	0
TC	US Training & Doctrine CMD ⁴	3	2	2	1
X1	USA Materiel CMD ⁵	13	1	6	0
2A	US Army Forces Cyber Command	0	0	0	0
3A	US Army Central // 3rd Army	0	0	0	0
5A	US Army North // 5th Army	0	0	0	0
6A	US Army South // 6th Army ⁶	0	0	0	0
HQ	HQDA ⁷	2	1	0	1
ARMY WIDE		44	10	16	2

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.

3-2
Unfair Labor Practice Complaints

Command Breakout - FY12

CMD Code	Command	ULP Charges Filed by Union	ULP Complaints Issued by FLRA
A1	US Army Africa	0	0
AA	US Army Accessions Command	0	0
AE	USA Acquisition Support CMD	12	0
AP	Military Entrance Processing Command	1	0
AS	USA Intelligence & Security CMD	0	0
AT	USA Test and Evaluation CMD	2	0
BA	USA Installation Management CMD	61	2
CB	USA Criminal Investigations CMD	0	0
CE	USA Corps of Engineers	31	1
E1	US Army Europe // 7th Army ¹	0	0
FC	USA Forces Command	2	1
GB	USA National Guard (Title 5 + Title 32)	0	0
G6	USA Network Enterprise & Technology CMD	1	0
HR	USA Reserve CMD (Support to AC)	0	0
JA	Joint Activities ²	4	0
MA	US Military Academy	0	0
MC	USA Medical CMD ³	35	3
MW	Military District of Washington	0	0
P1	US Army Pacific	3	0
P8	8th US ARMY	0	0
SC	US Space and Missile Defense CMD	7	0
SP	US Army Special Operations CMD	0	0
TC	US Training & Doctrine CMD ⁴	15	0
X1	USA Materiel CMD ⁵	59	1
2A	US Army Forces Cyber Command	0	0
3A	US Army Central // 3rd Army	0	0
5A	USArmy North // 5th Army	0	0
6A	US Army South // 6th Army ⁶	0	0
HQ	HQDA ⁷	14	7
ARMY WIDE		247	15

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
- a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
- a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
- No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.

3-4 APPENDIX

LONG-TERM FECA CASES BY COMMAND

Command	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
AMC	944	955	1260	860	869	830	786	692	616	594	534
FORSCOM	477	466	447	229	311	189	163	302	127	103	111
TRADOC	292	300	363	222	224	199	189	143	168	150	138
USACE	313	338	476	363	374	335	310	416	298	271	249
National Guard	379	678	484	430	421	400	361	263	327	291	276
MEDCOM			416	306	229	302	267	340	261	249	232
IMCOM			383	538	383	432	432	173	407	390	363
Other	728	485	487	416	425	377	342	328	308	274	220
Total	3,133	3,222	4,316	3,364	3,236	3,064	2,850	2,657	2,512	2,322	2,123

3-6

**Percent of Pre-Identified Emergency Essential Employees
with Signed Agreements**

FY12 Data by Command

Cmd Code	Command	Col A Emergency Essential (EE)	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
AA	US Army Accessions Command	0	0	0	0	NA
AE	USA Acquisition Support CMD	0	0	0	0	NA
AP	Military Entrance Processing Command	1	1	0	0	NA
AS	USA Intelligence & Security CMD	3	0	3	3	100%
AT	USA Test and Evaluation CMD	0	0	0	0	NA
BA	USA Installation Management CMD	97	14	83	83	100%
CB	USA Criminal Investigations CMD	2	1	1	0	NA
CE	USA Corps of Engineers	72	19	53	53	100%
E*	US Army Europe // 7th & 21st	8	3	5	3	60%
FC	USA Forces Command	1	1	0	0	NA
GB	USA National Guard (Title 5 + Title 32)	3	1	2	0	NA
G6	USA Network Enterprise & Technology CMD	59	4	55	54	98%
HR	USA Reserve CMD (Support to AC)	0	0	0	0	NA
JA	Joint Activities	28	3	25	25	100%
MA	US Military Academy	1	1	0	0	NA
MC	USA Medical CMD	26	17	9	9	100%
MW	Military District of Washington	0	0	0	0	NA
P1	US Army Pacific	152	6	146	142	97%
P8	8th US ARMY	0	0	0	0	NA
SC	US Space and Missile Defense CMD	0	0	0	0	NA
SP	US Army Special Operations CMD	3	2	1	1	100%
TC	US Training & Doctrine CMD	4	4	0	0	NA
X1	USA Materiel CMD	306	8	298	298	100%
2A	US Army Forces Cyber Command	1	1	0	0	NA
3A	US Army Central // 3rd Army	2	1	1	1	100%
5A	USArmy North // 5th Army	0	0	0	0	NA
6A	US Army South // 6th Army	0	0	0	0	NA
HQ	HQDA	40	3	37	37	100%
	ARMY WIDE	809	90	719	709	98.6%

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.

APPENDIX 4-3
Number of Formal Grievances
(Under Administrative Grievance Procedures)

Command Breakout - FY12

CMD Code	Command	Formal Agency Grievances
A1	US Army Africa	0
AA	US Army Accessions Command	1
AE	USA Acquisition Support CMD	1
AP	Military Entrance Processing Command	2
AS	USA Intelligence & Security CMD	5
AT	USA Test and Evaluation CMD	3
BA	USA Installation Management CMD	50
CB	USA Criminal Investigations CMD	0
CE	USA Corps of Engineers	73
E1	US Army Europe // 7th Army ¹	18
FC	USA Forces Command	2
GB	USA National Guard (Title 5 + Title 32)	0
G6	USA Network Enterprise & Technology CMD	5
HR	USA Reserve CMD (Support to AC)	11
JA	Joint Activities ²	10
MA	US Military Academy	0
MC	USA Medical CMD ³	32
MW	Military District of Washington	0
P1	US Army Pacific	9
P8	8th US ARMY	0
SC	US Space and Missile Defense CMD	1
SP	US Army Special Operations CMD	3
TC	US Training & Doctrine CMD ⁴	13
X1	USA Materiel CMD ⁵	14
2A	US Army Forces Cyber Command	0
3A	US Army Central // 3rd Army	0
5A	USArmy North // 5th Army	1
6A	US Army South // 6th Army ⁶	4
HQ	HQDA ⁷	50
ARMY WIDE		308

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.

**APPENDIX 4-4
NUMBER OF FORMAL GRIEVANCES
(UNDER PROCEDURES NEGOTIATED WITH UNIONS)
Command Breakout - FY12**

CMD Code	Command	Negotiated Grievances
A1	US Army Africa	0
AA	US Army Accessions Command	1
AE	USA Acquisition Support CMD	0
AP	Military Entrance Processing Command	6
AS	USA Intelligence & Security CMD	0
AT	USA Test and Evaluation CMD	2
BA	USA Installation Management CMD	228
CB	USA Criminal Investigations CMD	0
CE	USA Corps of Engineers	88
E1	US Army Europe // 7th Army ¹	0
FC	USA Forces Command	18
GB	USA National Guard (Title 5 + Title 32)	0
G6	USA Network Enterprise & Technology C	6
HR	USA Reserve CMD (Support to AC)	4
JA	Joint Activities ²	5
MA	US Military Academy	1
MC	USA Medical CMD ³	222
MW	Military District of Washington	0
P1	US Army Pacific	16
P8	8th US ARMY	0
SC	US Space and Missile Defense CMD	3
SP	US Army Special Operations CMD	16
TC	US Training & Doctrine CMD ⁴	51
X1	USA Materiel CMD ⁵	254
2A	US Army Forces Cyber Command	0
3A	US Army Central // 3rd Army	0
5A	USArmy North // 5th Army	0
6A	US Army South // 6th Army ⁶	0
HQ	HQDA ⁷	54
ARMY WIDE		975

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.

5-2

Work Force - Educational Level by PATCO

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

Category	02	03	04	05	06	07	08	09	10	11	12
ARMY											
Professional											
Degree	39,060	39,631	40,724	40,762	41,486	44,349	46,516	51,709	55,471	56,619	56,194
Non-Degree	7,078	7,198	6,733	7,485	7,657	5,715	6,963	7,522	8,229	6,962	6,660
Total Workforce	46,138	46,829	47,457	48,247	49,143	50,064	53,479	59,231	63,700	63,581	62,854
Administrative											
Degree	22,968	23,548	24,722	24,951	25,130	33,220	30,386	34,182	38,286	39,806	41,175
Non-Degree	35,240	35,978	37,387	40,622	42,112	35,098	42,732	46,130	50,194	49,855	47,357
Total Workforce	58,208	59,526	62,109	65,573	67,242	68,318	73,118	80,312	88,480	89,661	88,532
Technical											
Degree	3,790	3,822	3,770	3,884	3,870	7,921	5,294	5,911	6,388	6,209	6,310
Non-Degree	32,125	31,386	30,969	32,130	32,461	28,578	33,350	36,103	37,442	36,507	35,127
Total Workforce	35,915	35,208	34,739	36,014	36,331	36,499	38,644	42,014	43,830	42,716	41,437
Clerical											
Degree	1,348	1,376	1,351	1,344	1,244	2,842	1,669	1,665	1,776	1,724	1,770
Non-Degree	17,961	16,507	15,570	15,763	14,979	12,500	13,820	13,700	13,472	12,616	11,480
Total Workforce	19,309	17,883	16,921	17,107	16,223	15,342	15,489	15,365	15,248	14,340	13,250
Other											
Degree	408	457	503	520	504	1,313	804	932	1,033	897	814
Non-Degree	6,196	6,749	7,638	8,058	7,964	6,838	7,921	8,704	9,928	9,813	8,703
Total Workforce	6,604	7,206	8,141	8,578	8,468	8,151	8,725	9,636	10,961	10,710	9,517
DOD											
Professional											
Degree	121,931	124,736	126,659	128,837	130,417	133,511	137,802	149,345	160,280	165,474	165,848
Non-Degree	21,458	19,082	17,702	17,921	17,488	15,071	16,219	16,455	17,182	15,820	14,551
Total Workforce	143,389	143,818	144,361	146,758	147,905	148,582	154,021	165,800	177,462	181,294	180,399
Administrative											
Degree	67,002	68,773	71,165	73,457	75,720	85,814	85,621	95,177	106,363	114,338	119,142
Non-Degree	107,162	105,900	107,580	111,820	114,260	106,949	116,177	123,098	131,727	133,404	127,719
Total Workforce	174,164	174,673	178,745	185,277	189,980	192,763	201,798	218,275	238,090	247,742	246,861
Technical											
Degree	11,018	11,027	11,247	11,655	12,013	16,156	13,797	15,335	16,883	17,657	18,009
Non-Degree	91,912	87,192	85,744	85,497	84,881	79,297	84,142	87,544	90,095	89,198	84,831
Total Workforce	102,930	98,219	96,991	97,152	96,894	95,453	97,939	102,879	106,978	106,855	102,840
Clerical											
Degree	3,359	3,372	3,258	3,387	3,364	4,846	3,647	3,894	4,326	4,518	4,531
Non-Degree	50,275	45,330	43,346	42,486	40,072	35,748	37,664	38,412	38,453	36,688	32,480
Total Workforce	53,634	48,702	46,604	45,873	43,436	40,594	41,311	42,306	42,779	41,206	37,011
Other											
Degree	946	1,117	1,236	1,302	1,361	2,193	1,805	2,361	2,821	2,828	2,793
Non-Degree	16,638	17,636	18,760	19,051	18,855	17,467	19,244	21,256	22,892	23,115	22,099
Total Workforce	17,584	18,753	19,996	20,353	20,216	19,660	21,049	23,617	25,713	25,943	24,892

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

Category	02	03	04	05	06	07	08	09	10	11	12
FEDERAL GOV'T											
Professional											
Degree	365,352	374,869	382,394	386,864	387,071	396,590	412,803	441,479	468,947	480,834	485,240
Non-Degree	65,240	62,518	61,625	60,830	59,220	56,475	59,952	56,194	58,030	56,512	56,003
Total Workforce	430,592	437,387	444,019	447,694	446,291	453,065	472,755	497,673	526,977	537,346	541,243
Administrative											
Degree	276,199	285,407	292,068	299,556	302,028	317,116	327,796	353,007	388,626	400,271	408,004
Non-Degree	311,396	319,865	326,930	331,028	338,142	331,426	351,074	347,897	374,458	376,366	367,465
Total Workforce	587,595	605,272	618,998	630,584	640,170	648,542	678,870	700,904	763,084	776,637	775,469
Technical											
Degree	46,795	47,181	48,625	49,834	50,151	55,020	55,397	59,766	68,200	70,239	71,250
Non-Degree	329,838	343,233	340,919	331,762	291,524	286,779	302,979	289,873	307,671	303,400	298,004
Total Workforce	376,633	390,414	389,544	381,596	341,675	341,799	358,376	349,639	375,871	373,639	369,254
Clerical											
Degree	12,185	12,314	12,443	12,770	13,619	16,291	17,099	18,041	20,567	23,474	22,865
Non-Degree	142,908	130,740	123,815	119,318	142,717	133,766	133,983	124,711	124,823	121,120	110,730
Total Workforce	155,093	143,054	136,258	132,088	156,336	150,057	151,082	142,752	145,390	144,594	133,595
Other											
Degree	8,190	8,828	8,873	9,446	9,915	11,618	11,988	13,529	14,999	15,413	15,969
Non-Degree	46,936	49,423	51,972	52,161	52,998	54,583	59,100	62,971	66,130	65,905	66,949
Total Workforce	55,126	58,251	60,845	61,607	62,913	66,201	71,088	76,500	81,129	81,318	82,918

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); and 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 includes DOD data and DOD data include Army data.

5-3

Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

Category	02	03	04	05	06	07	08	09	10	11	12
Army											
Monetary	175,961	183,297	196,683	195,905	198,193	194,985	158,814	112,564	116,375	140,868	159,304
Time Off	42,599	35,384	35,982	37,693	43,996	43,923	43,066	35,918	41,076	47,938	75,770
Total Awards	218,560	218,681	232,665	233,598	242,189	238,908	201,880	148,482	157,451	188,806	235,074
Size of the Workforce	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733	257,183	249,802
DOD											
Monetary	539,117	542,106	577,327	748,870	577,371	558,584	408,354	332,470	354,215	336,928	362,684
Time Off	145,534	156,379	167,314	97,896	269,925	194,930	180,813	153,770	171,174	174,923	224,908
Total Awards	684,651	698,485	744,641	846,766	847,296	753,514	589,167	486,240	525,389	511,851	587,592
Size of the Workforce	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144	725,711	710,248
Federal Government											
Monetary	1,413,716	1,444,784	1,502,861	1,502,861	1,652,995	1,512,505	1,157,744	1,047,762	1,003,242	1,026,516	1,029,242
Time Off	332,352	325,251	364,043	364,043	449,198	375,561	372,994	363,327	398,737	411,229	499,208
Total Awards	1,746,068	1,770,035	1,866,904	1,866,904	2,102,193	1,888,066	1,530,738	1,411,089	1,401,979	1,437,745	1,528,450
Size of the Workforce	1,819,107	1,839,600	1,856,441	1,860,949	1,852,825	1,862,404	1,938,821	2,038,183	2,113,980	2,130,289	2,110,221

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); and US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

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

Note that DOD data is included in the Government-wide data just as Army data is included in the DOD data.

OPM defines the NOA codes for awards as: 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
Command Breakout of Number of Awards - FY12

Cmd Code	Command	Monetary Awards	Time-Off Awards
AA	US Army Accessions Command	2281	521
AE	USA Acquisition Support CMD	4862	648
AP	Military Entrance Processing Command	1809	3007
AS	USA Intelligence & Security CMD	177	425
AT	USA Test and Evaluation CMD	3256	267
BA	USA Installation Management CMD	17308	18160
CB	USA Criminal Investigations CMD	833	710
CE	USA Corps of Engineers	31132	1688
E1	US Army Europe // 7th Army ¹	1433	667
FC	USA Forces Command	1997	1221
GB	USA National Guard (Title 5 + Title 32)	507	264
G6	USA Network Enterprise & Technology CMD	3586	2234
HR	USA Reserve CMD (Support to AC)	3143	1247
JA	Joint Activities ²	1691	1420
MA	US Military Academy	333	266
MC	USA Medical CMD ³	20653	17725
MW	Military District of Washington	266	120
P1	US Army Pacific	780	491
P8	8th US ARMY	10	6
SC	US Space and Missile Defense CMD	623	302
SP	US Army Special Operations CMD	1271	1434
TC	US Training & Doctrine CMD ⁴	7017	6218
X1	USA Materiel CMD ⁵	45582	9045
2A	US Army Forces Cyber Command	77	7
3A	US Army Central // 3rd Army	94	36
5A	USArmy North // 5th Army	271	270
6A	US Army South // 6th Army ⁶	158	437
HQ	HQDA ⁷	8154	6934
ARMY WIDE		159,304	75,770

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
 - 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: Southern CMD, European CMD, Africa CMD, Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
 - 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS should be changed to MC.
 - 4) Includes Army War College (TW).
 - 5) All AMC subactivities: X1-XX.
 - 6) Includes civilians assigned to 6A and SO.
 - 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
- No longer used: SS, AU, MP - report as HQDA & change to valid CMD

Disciplinary/Adverse Actions - Rate per 1,000 Employees
Number of Actions in Each Category by Fiscal Year

Category	02	03	04	05	06	07	08	09	10	11	12
Army											
Suspensions	744	703	727	1,000	1,007	912	942	974	1,194	1,186	1,294
Removals for Cause	515	558	653	663	726	569	725	848	981	950	765
Resignations While Adverse Action Pending	36	43	35	25	32	42	52	61	74	83	76
Change to a Lower Grade	7	13	13	19	8	13	20	11	19	27	26
Total Disc/Adverse Actions	1,302	1,317	1,428	1,707	1,773	1,536	1,739	1,894	2,268	2,246	2,161
Size of the Workforce	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733	257,183	249,802
DOD											
Suspensions	3,093	3,054	3,066	3,545	3,808	3,377	3,415	3,378	3,836	4,145	4,493
Removals for Cause	2,048	2,184	2,244	2,408	2,000	1,752	1,895	2,067	2,357	2,223	2,082
Resignations While Adverse Action Pending	98	115	99	90	90	99	111	121	137	141	147
Change to a Lower Grade	31	43	34	49	34	39	48	35	43	64	51
Total Disc/Adverse Actions	5,270	5,396	5,443	6,092	5,932	5,267	5,469	5,601	6,373	6,573	6,773
Size of the Workforce	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144	725,711	710,248
Federal Government											
Suspensions	9,113	9,609	10,055	10,615	11,097	10,815	10,791	10,751	11,480	12,099	12,617
Removals for Cause	9,118	8,632	8,235	8,440	5,726	5,767	6,228	6,853	7,089	6,282	5,663
Resignations While Adverse Action Pending	363	372	395	405	404	376	451	386	432	400	387
Change to a Lower Grade	88	109	108	110	109	134	138	134	145	185	180
Total Disc/Adverse Actions	18,682	18,722	18,793	19,570	17,336	17,092	17,608	18,124	19,146	18,966	18,847
Size of the Workforce	1,819,107	1,839,600	1,856,441	1,860,949	1,852,825	1,862,404	1,938,821	2,038,183	2,113,980	2,130,289	2,110,221

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 DOD data is included in the Government-wide data just as Army data is included in the DOD data.

5-4 (Cont.)
Disciplinary/Adverse Actions - Rate per 1,000 Employees
Number of Actions in Each Category
Command Data for FY12

Cmd Code	MACOM	Suspension	Removal for Cause	Resignation While Adv. Act. Pending	Change to Lower Grade	Total Disc./ Adverse Actions
AA	US Army Accessions Command	19	10	3	0	32
AE	USA Acquisition Support CMD	8	4	0	2	14
AP	Military Entrance Processing Command	28	26	2	0	56
AS	USA Intelligence & Security CMD	0	5	0	0	5
AT	USA Test and Evaluation CMD	15	6	0	0	21
BA	USA Installation Management CMD	219	117	11	6	353
CB	USA Criminal Investigations CMD	8	5	0	1	14
CE	USA Corps of Engineers	185	61	10	3	259
E1	US Army Europe // 7th Army ¹	4	3	1	0	8
FC	USA Forces Command	13	9	2	0	24
GB	USA National Guard (Title 5 + Title 32)	2	0	0	0	2
G6	USA Network Enterprise & Technology	9	6	0	3	18
HR	USA Reserve CMD (Support to AC)	100	51	6	0	157
JA	Joint Activities ²	6	2	0	1	9
MA	US Military Academy	1	2	0	0	3
MC	USA Medical CMD ³	241	230	14	4	489
MW	Military District of Washington	2	1	0	0	3
P1	US Army Pacific	3	4	0	0	7
P8	8th US ARMY	0	1	0	0	1
SC	US Space and Missile Defense CMD	3	1	0	0	4
SP	US Army Special Operations CMD	7	2	0	0	9
TC	US Training & Doctrine CMD ⁴	34	29	2	0	65
X1	USA Materiel CMD ⁵	340	159	23	5	527
2A	US Army Cyber CMD	0	1	0	0	1
3A	US Army Central // 3rd Army	0	0	0	0	0
5A	US Army North // 5th Army	1	0	0	0	1
6A	US Army South // 6th Army ⁶	0	1	0	0	1
HQ	HQDA ⁷	46	29	2	1	78
ARMY WIDE		1,294	765	76	26	2,161

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: Southern CMD, European CMD, Africa CMD, Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

Not longer used: SS, AU, MP - report as HQDA & change to valid CMD

APPENDIX 6-1

RNO/ERI BREAKOUT OF WORKFORCE

Category	02	03	04	05	06	07	08	09	10	11	12
Army											
Black	32,566	32,027	32,941	35,323	36,295	37,360	40,559	44,250	46,885	45,071	43,814
Hispanic	12,703	12,973	13,546	14,223	14,261	14,358	15,221	16,584	17,699	17,677	17,299
Asian/Pacific	6,236	6,429	6,657	7,001	9,333	9,689	10,551	11,631	12,617	12,627	12,466
Native American	2,264	2,218	2,205	2,207	2,242	2,353	2,603	2,906	3,133	3,099	2,944
White	143,711	142,681	145,342	149,694	149,420	148,505	157,729	170,167	180,351	178,418	173,279
Total Workforce	197,480	196,328	200,691	208,448	211,551	212,265	226,663	245,538	260,685	256,892	249,802
DOD											
Black	90,726	88,686	89,641	92,545	95,060	95,778	100,960	107,586	114,300	116,210	114,345
Hispanic	36,535	35,325	36,955	38,177	38,015	37,633	38,811	41,296	43,408	44,323	43,974
Asian/Pacific	26,775	25,863	27,407	28,387	38,717	39,398	41,657	44,699	47,732	48,885	49,099
Native American	5,991	5,784	5,673	5,715	5,940	6,159	6,682	7,400	7,992	8,079	7,918
White	442,043	434,209	436,282	441,287	440,608	434,368	447,014	474,058	501,316	507,642	494,912
Total Workforce	602,070	589,867	595,958	606,111	618,340	613,336	635,124	675,039	714,748	725,139	710,248
Federal Gov't											
Black	308,301	312,581	314,866	317,103	319,437	323,470	340,160	355,767	370,213	374,352	374,012
Hispanic	125,035	130,637	135,714	138,587	138,673	141,968	149,930	157,656	164,066	167,511	168,727
Asian/Pacific	73,200	75,878	79,853	82,509	97,826	101,217	108,341	116,228	124,546	128,643	131,378
Native American	39,742	39,260	39,171	39,155	39,667	39,921	41,211	43,293	44,831	44,546	44,488
White	1,257,348	1,265,545	1,272,023	1,268,892	1,255,874	1,254,131	1,297,772	1,361,059	1,408,369	1,413,246	1,391,616
Total Workforce	1,803,626	1,823,901	1,841,627	1,846,246	1,851,477	1,860,707	1,937,414	2,034,003	2,112,025	2,128,298	2,110,221

FY02 - FY05, RNO categories other than those displayed (i.e., codes specific to Hawaii and Puerto Rico) and missing data result in the workforce totals for its indicator being slightly lower than the workforce totals for other indicators. Beginning in FY06, ERI data was converted to RNO using OPM's bridging methodology.

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 influence by inclusion of Army data since Army is the largest component.

Note that the data shown are based on the conversion of ERI to RNO categories.

APPENDIX 6-2

GENDER BREAKOUT OF WORKFORCE

Category	02	03	04	05	06	07	08	09	10	11	12
Army											
Female	79,047	78,688	79,214	81,076	81,239	81,786	87,575	94,748	99,859	96,672	93,913
Male	120,827	119,846	123,597	129,473	130,373	130,805	139,146	150,838	160,874	160,511	155,889
Total Workforce	199,874	198,534	202,811	210,549	211,612	212,591	226,721	245,586	260,733	257,183	249,802
DOD											
Female	238,618	232,001	231,166	232,195	234,791	232,155	239,856	249,648	261,298	261,009	252,517
Male	374,854	369,046	375,210	384,054	406,256	404,600	418,227	425,624	453,846	464,702	457,731
Total Workforce	613,472	601,047	606,376	616,249	641,047	636,755	658,083	675,272	715,144	725,711	710,248
Federal Gov't											
Female	811,210	819,327	824,471	824,033	818,295	822,704	859,987	901,838	930,420	930,956	918,728
Male	1,007,829	1,020,149	1,031,884	1,036,868	1,034,489	1,039,670	1,078,814	1,136,341	1,183,559	1,199,332	1,191,493
Total Workforce	1,819,039	1,839,476	1,856,355	1,860,901	1,852,784	1,862,374	1,938,801	2,038,179	2,113,979	2,130,288	2,110,221

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 since Army is the largest component.

APPENDIX 6-3

REPRESENTATION OF INDIVIDUALS WITH DISABILITIES

Category	02	03	04	05	06	07	08	09	10	11	12
Army											
Disability	14,892	14,572	14,914	16,285	16,763	17,323	18,337	20,139	21,417	21,505	20,942
No Disability	184,997	183,969	187,899	194,267	194,852	195,268	208,386	225,447	239,316	235,678	228,860
Total Workforce	199,889	198,541	202,813	210,552	211,615	212,591	226,723	245,586	260,733	257,183	249,802
DOD											
Disability	47,355	45,406	44,533	45,037	45,047	44,967	46,097	48,937	51,623	54,157	55,740
No Disability	566,165	555,667	561,853	571,217	595,808	591,772	611,818	626,335	663,521	671,554	654,508
Total Workforce	613,520	601,073	606,386	616,254	640,855	636,739	657,915	675,272	715,144	725,711	710,248
Federal Gov't											
Disability	123,583	125,692	125,521	124,842	123,695	124,703	129,050	137,349	145,324	153,372	163,091
No Disability	1,695,524	1,713,908	1,730,920	1,736,107	1,728,874	1,737,598	1,809,498	1,900,834	1,968,656	1,976,917	1,947,130
Total Workforce	1,819,107	1,839,600	1,856,441	1,860,949	1,852,569	1,862,301	1,938,548	2,038,183	2,113,980	2,130,289	2,110,221

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

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

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

Note: The Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data the largest component.

Disability is defined as Handicap Codes 06 through 94.