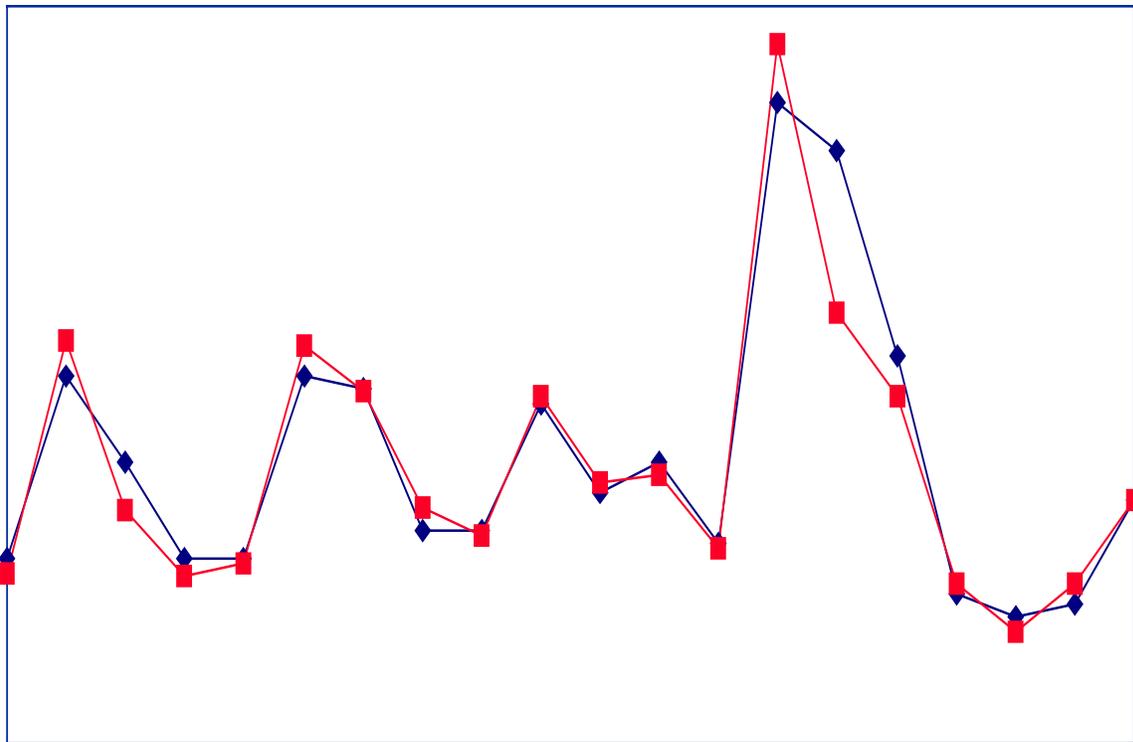


Civilian Human Resources

FY01 ANNUAL EVALUATION



Office of the Deputy Assistant Secretary of the Army
(Civilian Personnel Policy)

From the Deputy Assistant Secretary of the Army (Civilian Personnel Policy)

Each year we conduct a program evaluation as part of our overall Civilian Human Resources (CHR) planning and evaluation. The evaluation is an assessment of the "health" of Army's civilian work force and the quality of civilian personnel administration and management program operations. This FY01 *Annual Evaluation* presents the results of our evaluation efforts.

When we re-engineered our approach to program evaluation in FY96, we set ambitious goals for our program. Frankly, we did not meet many of them. However, for the first time in our history we knew where we were based on facts, not anecdotes. We could plan for our future, systematically targeting areas of weakness and recognizing areas of strength.

Since that time, the record shows we have greatly improved our own service delivery and helped managers and supervisors improve the way they lead and care for the civilian work force. By the end of FY01 we met or exceeded 82% of our objectives. For example, customer satisfaction ratings rose dramatically, up approximately 20% over last year. Average fill-time continued to improve, dropping from 65 to 57 days. Two years ago, we averaged 73 days to fill jobs. This represents a lot of hard work and determination by our CPAC and CPOC teams. We also compared quite favorably with our DoD and Federal Government counterparts on indicators where we did not have established Army objectives. I am proud of our record over the past few years – I know it has not come without pain.

We face many challenges as we seek ways to further streamline our business processes and build automation strength. We are developing new methods, tools and technologies to provide our customers the best service possible. We continue to lobby for flexible and simplified systems so that we can adapt to current and future labor market conditions.

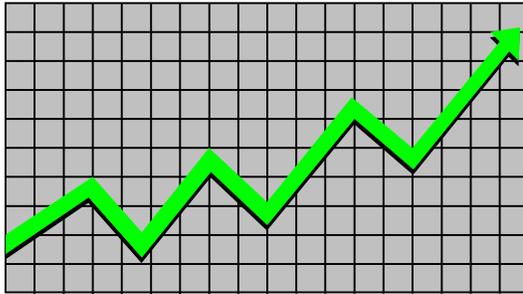
I would be remiss if I did not mention how the events of September 11, 2001 dramatically changed our lives. Our Nation is at war. We mourn the loss of our friends and colleagues, and we pray for our soldiers and our way of life. We must not forget that "People are the Army." Although the Annual Evaluation is an objective, numbers-driven report card, our CHR community remains a values-based organization where loyalty, duty, respect, selfless service, honor, integrity, and personal courage are at the heart of all that we do.


David L. Snyder

Army Civilian Human Resource Professionals – Helping Leaders Meet the Mission

Civilian Human Resources (CHR) FY01 Annual Evaluation

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Executive Summary

The FY01 *Annual Evaluation* assesses the effectiveness of Army's civilian personnel system -- from the morale, quality and representation of the work force to the effectiveness of personnelists and managers. Where possible, performance was measured against objectives. For some indicators, where objectives were not available, we compared Army performance against DOD and Government-wide data. Whenever possible, we used historical data for perspective. Key findings are reported below.

Cost/Efficiency

- Streamlining efforts reduced the number of operating-level personnelists. The number of administrative support and staff-level personnelists increased. (pages 1-4)
- Although overall civilian strength (military function) declined, it was 4741 employees above target. (page 5)
- As measured by the Civilian Productivity Reporting System (CivPro), productivity per serviced employee and productivity per personnelist have remained constant over the past six years. (pages 6-7)

CPA Effectiveness

- Customer satisfaction: Ratings improved dramatically this fiscal year, up approximately 20% over last year. (page 8)
- Timeliness of benefits processing: Average processing time continued to improve, allowing Army to meet OPM's standard for the third year in a row. (page 9)
- Timeliness of filling jobs: Average fill-time continued to improve, dropping from 65 to 57 days. Two years ago, average fill-time was 73 days. (page 10)
- Regulatory and procedural compliance: Army met the staffing objective, but not the objective for management-employee relations.
- Data quality: Objectives were met for two of the three measures. The measure that failed missed meeting the objective by two percentage points. (pages 13-15)
- CPAC workforce effectiveness: CPACs met the objective for all three measures: customer satisfaction, CPAC time, and total time to fill measures. Management, on average, held lists nearly 14 days. (page 16)

Management Effectiveness

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

- Regulatory and procedural compliance of TAPES: Although management did much better in this area than last year, Army did not meet its objective. (page 19)
- Labor-management relations: Army continues to do well in avoiding Unfair Labor Practice complaints. As for arbitration decisions, half favored management, the other half were either split/mitigated, or favored the union. (pages 20-21)
- Classification appeals: The number of appeals continues to decrease dramatically. Only one appeal was overturned. (page 22)
- Controlling Federal Employees Compensation Act claims and costs: FY01 DOL chargeback costs increased by 2 million over FY00. The rate of long term injury claims increased from FY00 by three percent. (pages 23-24)
- Estimating ACTEDS intern needs and executing allocated resources: A number of MACOMs and career programs continue to pull Army's performance down. (page 25)
- Identifying emergency essential employees: Army met the 90% objective for the second year in a row. (page 26)

Work Force Morale

- Attitude surveys show that supervisors have higher morale than do employees. Both groups are satisfied with their jobs, careers, co-workers, training and development opportunities, supervisors, and management. Both groups are relatively dissatisfied with awards and recognition, and promotion systems. The percentage of employees and supervisors reporting problems with their pay declined. Although morale improved across all dimensions, and in some areas rather dramatically, Army needs to review these results to see whether these effects are due to improved conditions, the new web-based survey technology, or the impact of the September 11, 2001 attack on America. (pages 27-37, 40)
- The number of formal grievances is the lowest in ten years. (pages 38-39)
- The percentage of final findings of discrimination went up in FY01 by three percent. This rise may be due to the fact that the authority of administrative judges was increased from recommending to rendering decisions. (page 41)

Work Force Quality

- The education level of civilian Army employees has been reasonably constant since FY92. Army's education level was similar to that of DOD but was lower than that of the Federal Government. Army's education level for professional series was nearly identical to that of DOD and that of the Federal Government. The education level of centrally funded interns, prior to FY01, was generally higher than local interns or functional trainees. In FY01, the percentage for local interns with bachelor's degrees rose to 93.2 percent. (pages 42-45)
- The rate of incentive awards has been reasonably constant since FY96. Army's incentive award rate was higher than the Federal Government rate, but lower than the DOD rate. (page 46)

- The rate of disciplinary and adverse actions has been reasonably constant since FY93. Army's rate of disciplinary and adverse actions is lower than the rates in DOD and the Federal Government. (page 47)

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY92. It was approximately the same as the DOD percentage but lower than that of the Federal Government. (pages 48-50)
- Army's percentage of female employees was the same as last year's. The percentage has decreased since FY92. It was about the same as the DOD percentage but lower than that of the Federal Government. (page 51)
- Army's percentage of disabled employees was slightly lower than last year's. The percentage has slowly declined since FY92, but within 1one percent. It was lower than the DOD percentage but higher than that of the Federal Government. (page 52)
- Army's percentage of female intern new was lower than its percentage of female functional trainee new hires. FY01 showed an increase in this trend. (page 53)
- Army's percentage of minority DA interns and functional trainee new hires decreased in FY01. The percentage of Hispanic local interns went down by close to nine percent. (page 54)
- Army's percentage of FY01 female new hires was the same as FY00. (page 55)
- Army's percentage of FY01 minority new hires was the same as FY00. (page 56)

Introduction

The FY01 *Annual Evaluation* continues the evaluation philosophy underlying the FY96-00 *Annual Evaluations*, which represented a shift in the approach to program evaluation by the Office of the Deputy Assistant Secretary of the Army (Civilian Personnel Policy) (ODASA (CPP)). Beginning in FY96, ODASA (CPP) has evaluated Civilian Human Resources (CHR) from an Army-wide perspective, focusing on program outcomes and results. It is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY01 Annual Evaluation* continues to balance the various aspects of CHR, from the effectiveness of service delivery on a year-to-year basis to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian work force. Analyses presented here provide critical feedback necessary for sound policy decisions, strategic planning, and guiding the CHR program successfully into the future.

Organization

The *Annual Evaluation* consists of the following sections:

- **Executive Summary** - A synopsis of the evaluation of all elements within the *Annual Evaluation*.
- **The Year in Review** - A narrative of events impacting on the CHR program and the civilian work force in FY01. The Year in Review is non-evaluative but provides context for the analyses presented in subsequent sections.
- **Performance Indicators** - Report on CHR performance against 51 indicators designed to inform the Army leadership about the health of the CHR program. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian

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

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

Performance Indicators

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

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

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

Notes on Methodology

Definition of Work Force

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

Performance Indicators

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

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

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

- **Morale Indicators** – We collected data for items dealing with work force morale and customer satisfaction (performance indicators 2-1, 4-1 through 4-11, 4-14) from the Army Civilian Attitude Survey. Army administered this survey biennially to random samples of civilian employees and supervisors from FY77 to FY96 and annually since FY97. In FY01, for the first time, Army surveyed all of its US-citizen civilian employees and supervisors in appropriated and non-appropriated fund positions (excluding contractor, foreign national, and National Guard technician employees) via the internet. The return rate was approximately 25%.

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

Morale indicator 4-15, Equal Employment Opportunity (EEO) Complaints was collected from the EEO Compliance and

Complaints Review Agency (EEOCCRA).

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

The Next Step

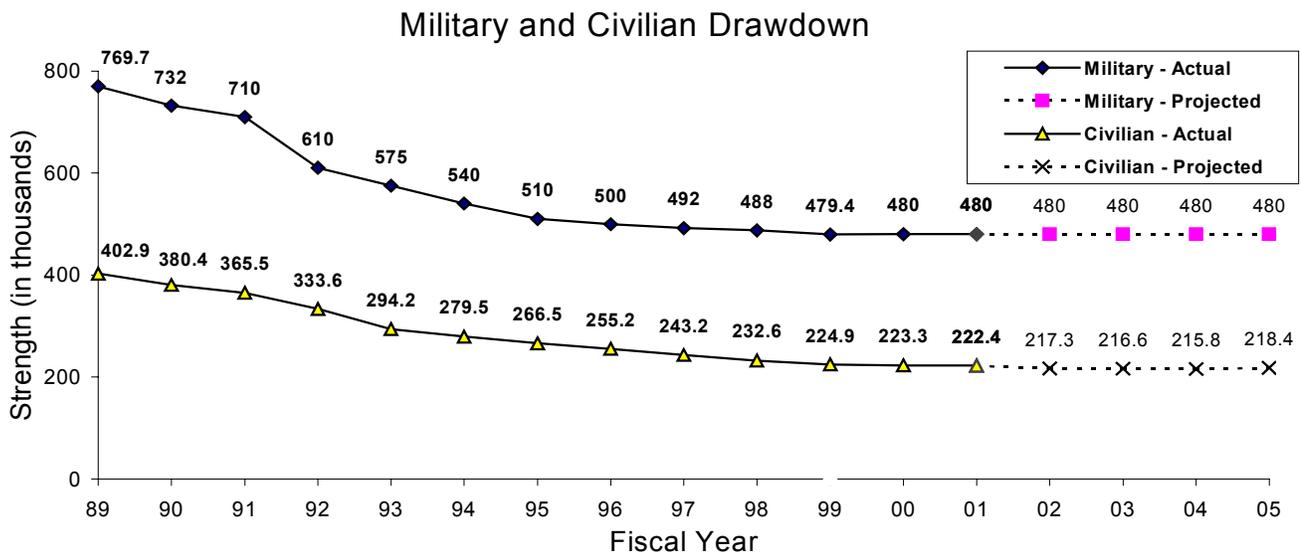
We will use evaluation results presented here in developing the next HQDA CHR operational plan. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.

The Year in Review

Army's Civilian Work Force

Army civilians have proven themselves to be an integral and vital part of the Army team. They perform critical, mission-essential duties in support of every functional facet of Combat Support and Combat Service Support, both at home and abroad. Army civilians serve beside their uniformed compatriots to provide the critical skills necessary to support essential combat systems and weaponry. This was clearly evident in the wake of the September 11, 2001 attack on the Pentagon, where Department of Army civilians were killed in the line of duty. Approximately 300 civilians are deployed in support of operations in the Balkans (Joint Guardian in Serbia-Montenegro and the Former Yugoslavian Republic of Macedonia and Joint Forge in Bosnia and Croatia) and Southwest Asia (Southern Watch in Kuwait and Saudi Arabia). Although the number of civilians deployed remained steady over the last five years, this could change as the war on terrorism evolves.

Though increasing in importance to mission accomplishment, the number of civilians employed by Army has steadily declined as the Army drew down its force. Overall civilian strength (military function only; including foreign national employees and Military Technicians) declined by 900 in FY01, from 223.3K to 222.4K. Actual FY01 civilian strength was approximately 5K above the target number of 217.6. Since the drawdown began in FY89, civilian strength is down 45 percent (from 402.9K) (see Figure 1). Military strength was stable at 480K over the fiscal year. The total military strength reduction is 38 percent from FY89 strength of 769.7K.



Source: SF113A Report (civilian actual), SIDPERS (military actual) FY03-04 President's Position (projections).

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

The Civilian Human Resource (CHR) community (see performance indicator 1-4 for definition) gained 65 positions (increasing to 3,845 from 3,780) during the fiscal year, due to an increase of 135 staff positions and a decrease of 70 operating positions. Overall, the CHR work force has reduced 47 percent from its FY90 strength of 7,248.

Not surprisingly, Army lost more civilians than it gained in FY01 (see Figure 2). Note that these numbers include military and civil function civilians.

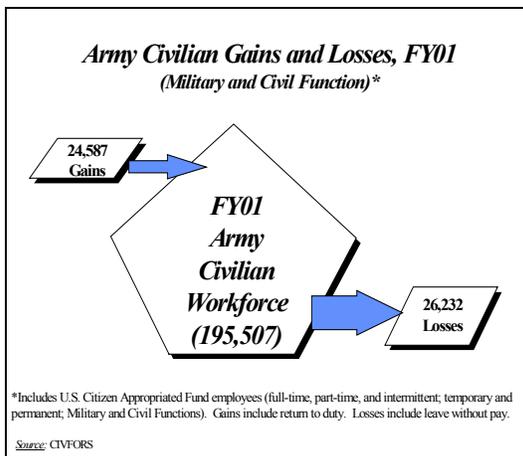


Figure 2. Army civilian gains and losses during FY01

The average age and tenure of the Army civilian has increased since the drawdown began. Average age increased from 43 in FY89 to 47 in

FY01. Average years of service increased from 13.5 in FY89 to 17.5 in FY01. There were 18,544 retirement-eligible (defined as optional retirement, not including discontinued service, voluntary early retirement, or Federal Employee Retirement System (FERS)-reduced annuity) Army civilians at the end of FY01. This represented 9.5% of the work force. That is an increase in both absolute numbers (there were 17,121 eligibles in FY00) and in percent of work force (8.7% in FY00).

Civilian Personnel Planning and Evaluation

Civilian Human Resource Management and Career Program 10.

The Civilian Personnel Administration Career Field changed its name this year to Civilian Human Resource Management. We developed and published a new Strategic Plan and Army Civilian Training Education and Development System (ACTEDS) Plan (see <http://www.cpol.army.mil/library/army/plans/splans/cp10splan.doc> and http://www.cpol.army.mil/train/acteds/CP_10/).

Board of Directors. We replaced the CP10 career planning board with the Civilian Human Resource Board of Directors (CHR BOD). The CHR BOD, made up of Major Army Command representatives and elements of the Headquarters, Department of the Army (HQDA) Staff, meets quarterly.

Nick Hoge Contest. We re-established the Nick Hoge Professional Essay competition and combined the award presentation with the annual William H. Kushnick and John W. Macy Awards

ceremonies. Nick Hoge, tragically killed at the age of 44, was a brilliant, motivated human resource professional whose contributions to the Army's Civilian Human Resource Management program were inspirational. The essay competition was established in his memory.

Civilian Personnel Management System XXI (CPMS XXI). We continued to develop the CPMS XXI vision of "a high-performing workforce of employees and contractors, multiple and integrated skill sets, capable of adapting quickly to a changing Army mission, and competitive with the nation's best." We convinced several of Army's top leadership of the need for advancing the CPMS XXI initiatives. Our strategy centered on developing legislative/regulatory reform that gives managers maximum freedom to manage and grow leaders to meet the Army's Transformation Plan.

We submitted Unified Legislative and Budget proposals requesting legislative changes for on-the-spot hiring authority and pay banding. We continued to develop details to strategically manage GS-13 and above managers and leaders.

Army Well-Being. We developed the civilian input to the Army Well-Being initiative to facilitate integrating the civilian workforce into the "Army of One." The goals of Army Well-Being include providing a competitive standard of living, pride and a sense of belonging, personal life achievement, and a climate for well-being for all soldiers, civilians, and families.

We progressed toward Army Well-Being goal achievement in several areas: developing Unified Legislative and Budget proposals that would make Army competitive with private industry and meet end strength goals; increasing civilian training and education to support workforce skill transition and Army civilian transformation; funding student loan repayment authority; increasing funding availability to grow future Army leaders; and increasing civilian quotas in Senior Service Colleges.

FY00 CHR Annual Evaluation. We published the FY00 CHR Annual Evaluation in April 2001 and sent paper copies to Major commands, (MACOMs), Civilian Personnel Operation Centers (CPOCs), and Civilian Personnel Advisory Centers (CPACs) (see <http://www.cpol.army.mil/library/army/plans/00eval/index.html>).

HR Metrics. We are researching private sector and other government agency HR metrics programs in order to develop new, more effective ways to measure our Army CHR services and products. Three methods that have merit are the numerical metrics or Saratoga Institute method, the HR Balanced Scorecard or feedback oriented method, and the Brookings' Emerging Trends method, which incorporates intangibles such as name brand, measuring the value of human capital, skills and historical knowledge.

Army Civilian Attitude Survey 2001. We tested and implemented a

web-based version of the Army Civilian Attitude Survey (also known as the Army-wide Survey). Over 45,000 employees and 9,000 civilian supervisors “logged on” and took the survey. This was the first time we made the survey available to all Army employees and civilian supervisors in appropriated and nonappropriated fund. This allowed us to greatly reduce our reliance on contractor support. It also allowed us to produce valid results at much “lower” organizational levels than ever before (e.g., by installation, subcommand, and career program).

Overall Army morale results and customer satisfaction results by MACOM and region appear in the Work Force Morale and Civilian Personnel Effectiveness sections of this report. Results for some “topical” questions (which change every few years) appear below. Note that FY00 and FY99 results, where available, are in parentheses for comparison (for more results, see <http://www.cpol.army.mil/library/armyplans/01survey/index.html>).

- 75% (79%) (67%) of employees and 83% (86%) (75%) of supervisors access CPOL at least once in the last year.
- 47% (53%) of employees use the Personnel Management Information Support System (PERMISS).
- 54% (61%) (55%) of employees find PERMISS useful.

- 76% (75%) of employees use the Vacancy Announcement System.
- 76% (77%) (67%) of employees find the Vacancy Announcement useful.
- 66% (67%) of employees find online applicant tracking systems easy to use.
- 64% (58%) of employees find Resume Builder easy to use.
- 44% (41%) (26%) of supervisors use the Position Description (PD) Library.
- 64% (54%) (44%) of supervisors feel that PD Library has sufficient PDs to cover their jobs.
- 29% (19%) of supervisors use the Fully Automated System for Classification (FASCLASS).
- 70% (62%) of supervisors find FASCLASS sufficiently covers their jobs.
- 45% (48%) of supervisors use PERMISS.
- 66% (64%) (55%) of supervisors find PERMISS useful.
- 27% (31%) (33%) of supervisors use Personnel Action Tracking System (PERSACTION)/Modern Defense Civilian Personnel Data System (DCPDS).
- 38% (39%) (37%) of supervisors say they need more training in PERSACTION.

- 41% (32%) of supervisors use Resumix.
- 40% (36%) of supervisors are satisfied with quality of candidates when using Resumix. By contrast, 40% (42%) of supervisors are dissatisfied.
- 12% (13%) (14%) of supervisors report having delegated classification authority.

Activity Based Costing. We continued to define, refine, and streamline the technical and functional requirements for our CHR Activity Based Costing (ABC) System. We built and tested a prototype of the web-based data entry module that included a data element dictionary, data input screens, and generic reports. We asked that the Office, Secretary of Defense establish a link between the ABC System and the Modern DCPDS in order to streamline the data capture process. This will allow the user to select and enter time and activity spent on an action.

We intend to pre-test the ABC System at the North Central CPOC and Fort McCoy CPAC during second quarter FY02, with full deployment to the North Central Region during the third quarter of FY 02.

Quadrennial Defense Review (QDR). The Department of Defense (DOD) completed its four-year cyclical study of the current and future state and requirements of the Armed Services. Members of the headquarters staff provided Army

civilian personnel-related issues and requirements. DOD addressed Army CHR issues and requirements under the Personnel & Readiness and the Quality of Life Panels.

The CHR issues dealt with the retirement bubble; lack of “younger talent” in the emerging science and technology arenas; giving “top priority” to improve employee training and recruiting and retention efforts; increasing interaction with the private sector; developing a strategic human resources plan designed to provide adequate numbers of high-quality, skilled, and professionally developed civilian employees; the need for legislative and regulatory change; and establishing flexible compensation approaches.

Civilian Productivity Reporting System (CivPro). We continued to focus on making sure CivPro correctly captured the modern DCPDS productivity measures. Early in the fiscal year we redefined recruit-fill actions to be identified by specific Nature-of-Action (NOA) codes. As the modern system came on-line across the regions, unique features within modern required us to provide additional verification and validation to accurately represent production within CivPro.

We brought all of the remaining CONUS regions on the legacy system under modern DCPDS. The overseas regions are scheduled to go under modern in early FY02.

We redesigned web-based CivPro to accommodate modern system data specifications, realigned personnel,

servicing populations, and completed and in-process personnel actions.

Exit Survey. We continued to populate our exit survey database that was launched during FY00. Over 1000 exiting Army employees and supervisors have taken the voluntary survey so far. Survey results suggest people leave Army because they think their promotion opportunities, dealings with management, job stress, and organizational rules and polices would be better elsewhere.

Army Training and Leader Development Panel (Civilian). In June 2000 the Chief of Staff, Army directed that a comprehensive Army Training and Leader Development Panel (ATLDP) be established to examine the training and leader development of commissioned officers, noncommissioned officers, and warrant officers. In late FY01, the Chief expanded the ATLDP to include Army civilians. The civilian study mirrors the military methodology and capitalizes on their lessons learned. The civilian study operates under the advice and assistance of the Commanding General, Combined Arms Center, Ft. Leavenworth, KS – the executive director for ATLDP. The civilian study is analyzing institutional training, operational training, and Army civilian culture. It will use a comprehensive written survey, focus group sessions, and personal interviews of Senior Executive Service members and General Officers as well as literature review and leader development program evaluation to capture the data.

In August, a group of Headquarters and MACOM civilians and military leaders representing a cross-section of functional areas identified the tasks that serve as the baseline of the study. By the close of the FY, the group established “essential elements of analysis” from which we will formulate survey and focus group questions.

US Army Civilian Personnel Evaluation Agency. The United States Civilian Personnel Evaluation Agency (USACPEA) USACPEA conducted a personnel management evaluation (PME) of the Southeast Region to assess the performance of personnel management roles and responsibilities by management and civilian personnel officials. On-site visits included the Civilian Personnel Operations Center (CPOC), Fort Benning Georgia and 11 Civilian Personnel Advisory Centers (CPACs): Forts Stewars, Gordon, Monroe, Lee, McPherson, Benning and Bragg; the Military Ocean Terminal, Sunny Point, North Carolina; Corps of Engineer Mobile, Alabama and Jacksonville, Florida; and Anniston Army Depot, Anniston, Alabama.

Additionally, USACPEA conducted follow-up visits to four Armed Forces Recreation Centers and a special Worldwide Classification Review involving 360 classification audits.

Modernization and Functional Automation

Modern Defense Civilian Personnel Data System (modern DCPDS). We continued deployment

of the modern DCPDS in the following regions: Southwest (October 13, 2000), North Central (November 22, 2000), Northeast (March 16, 2001), West (April 13, 2001), National Capitol (April 27, 2001), South Central (May 23, 2001), and Southeast (June 22, 2001). Deployment of the modern system to the final two regions, Korea and Europe, is scheduled for the first and second quarters of FY 02, respectively. The Southeast Region deployment of the modern DCPDS incorporated the first instance of the non-appropriated fund (NAF) module within DOD. Subsequently, we retrofitted the NAF module at the West Region (August 24), at the North Central Region (September 14), and at the South Central Region (September 21). For more information on modern DCPDS, see <http://www.cpol.army.mil/modern/>.

Oracle HR. DOD initiated the planning and analysis phase to implement the ORACLE Human Resources (HR) 11i web-based version of the software. Defense Components, including the Army, have begun to plan for transition to the web-based version. We analyzed its infrastructure and hardware requirements to support this transition. One advantage of the web-based version is that it will no longer require maintenance of a client server and will reduce the need to push software upgrades and patches out to individual users. Easier access to data will also be possible with fewer communication problems.

Network Application Storage (NAS) and Army Regional Tools (ART). Defense CPMS has approved deployment of two new Army developed tools, Network Application Storage (NAS) and Army Regional Tools (ART). The NAS is an Army-designed storage solution for N-Class servers. The ART is a framework-based set of web tools (applications and reports) used to support Regionalization at all levels (CPOC, CPAC, manager, etc.).

Configuration Control Board (CCB). We established the CCB in August 2001, to review, prioritize and approve functional changes or enhancements proposed for the modern DCPDS software. The CCB is made up of MACOM representatives and elements of the HQDA staff. We held the first CCB meeting on September 25, 2001. More information can be found on the CPOL-modernization web site under "Army Configuration Control Board". We also are finalizing a web-based process that should streamline the submission, view and comment phase in addition to providing the current development status.

Streamlined Clinger-Cohen Review. The Army established a streamlined Clinger-Cohen review process that ensures review of each new enhancement approved for development by the CCB in order to determine whether Clinger-Cohen thresholds are met and, if so, that we take steps to avoid duplication and wasted effort.

Regionalization. We regionalized Army's last HR office, the Saudi

Arabia Consolidated Civilian Personnel Office (SACCPO), servicing approximately 400 employees under the Europe Region. We transitioned the Saudi CPAC in April 2001, deploying some of the Legacy Functional Process Improvements and other Army support automation to Saudi Arabia. This interim step prepares SACCPO for full deployment of the modern system in Europe, now scheduled for February 2002.

On May 30, 2001, we announced the closure of operations at the National Capital and Southeast CPOCs. The National Capital Region closed on September 30, 2001. Target date for the Southeast Region is March 30, 2002.

Labor Relations

Executive Order 13203. On February 17, 2001, President Bush signed Executive Order (E.O.) 13203, Revocation of Executive Order and Presidential Memorandum Concerning Labor-Management Partnerships. E.O. 13203 rescinded the requirement to form labor-management partnerships and allowed agencies and unions to establish the relationship of their choosing. Guidance was issued addressing the implementation of the Order that strongly encouraged the establishment and maintenance of cooperative labor-management relationships.

Midterm Bargaining and CPOC Operations. We reminded activities of the importance of keeping their servicing CPOC advised of midterm

changes to collective bargaining agreements where those changes impact on the CPOC's operations. Additionally, where local unions request bargaining over agency-wide changes which impact on the CPOC's operations, installations need to notify their servicing CPOC that bargaining has been requested, when the bargaining has been completed and the terms negotiated which impact the CPOC. The guidance stressed the need for open communications between the CPAC and the CPOC.

Management-Employee Relations

Recruitment Advertising and Marketing Program. We are developing a plan to document our projected accession requirements to reflect a well-organized, validated approach to recruitment, advertising and marketing. The plan includes professional assistance in conducting a marketing survey; an inventory of ongoing activities and current "best practices;" and development of a general approach for the years addressed in the program and budget process.

Performance Management. We began automating the Army performance management system. The Army Automated Performance Management Support System XXI (APMS XXI) helps managers and supervisors document performance plans, training requirements, mid-point counseling, accomplishments and evaluation reports. All monetary and honorary awards will be created in this system and connect to the modern DCPDS. The system also

allows local input of organizational mission statements, objectives and goals. Functional testing began in June 2001. For more details, see <http://www.cpol.army.mil/library/MER/apms21/index.html>.

On-the-Spot Cash Awards Policy Change. We issued policy for On-The-Spot (OTS) Cash Awards. This policy provides a new range for OTS amounts, i.e., \$50 to \$500. Raising the cap to \$500 provides a much-needed adjustment, and reestablishes the significance and relative importance of OTS recognition for an employee.

Alternative Discipline Study. We completed a study in June 2001 on the use of Alternative Discipline (AD) procedures at selected Army installations. We gathered data based on site visits, case reviews and structured questionnaires. It appears that AD programs can reduce the number of traditional disciplinary actions, costs, and adversarial atmosphere. Most notably, managers and union officials responded quite favorably towards AD as a means of resolving employee behavior problems.

Mobilization

Army Civilian Tracking System. We developed the Army Civilian Tracking System (CIVTRACKS), a web-based tracking system for deployed and deploying Army employees. The system is designed so that data can be input at any point there is access to the Internet. CIVTRACKS complies with DOD guidance requiring each component

establish accountability procedures for civilians in theaters of operation.

Staffing, Benefits and Entitlements

Delegated Examining. We closed two of the ten Army Delegated Examining Units during the year. The delegated examining unit at the Saudi Arabia Consolidated Civilian Personnel Office was closed with the records and the examining responsibility moved to the delegated examining unit in Seckenheim, Germany. The delegated examining unit at the Army National Capital Region was closed with the records and the examining responsibility moved to the Northeast and the North Central delegated examining units. Either the Office of Personnel Management (OPM) or DOD performed on-site reviews on six of the eight remaining DA delegated examining units during the fiscal year. They reported no serious violations at any of the delegated examining units.

Special Authorities. We established a special section of the CPOLE web site to provide convenient and ready access to information concerning the aftermath of the terrorist attacks. This included information on the special hiring authorities and the personnel waivers made available.

Voluntary Early Retirement Authority. We continued to manage the voluntary early retirement authority (VERA) program. VERA was offered at those installations and at those locations where the use of VERA would avoid an involuntary

separation or downgrade by encouraging voluntary separations. During the year we processed 102 VERA requests and more than 550 employees elected VERA and voluntarily left Army.

Training Agreement. We developed and OPM approved an Army-wide training agreement for registered nurses. There is a nationwide shortage of registered nurses, and nursing positions are hard to fill. The training agreement was developed to assist in the recruitment and retention of an adequate supply of registered nurses for Army. The training agreement permits the substitution of intensive training for time in grade, and it permits consecutive accelerated promotions.

Voluntary Separation Incentive Program for Reshape. Under a special provision of the 2001 DOD Authorization Act, DOD was permitted to use 1,000 Voluntary Separation Incentive Programs (VSIPs) to address skill imbalances without the normal requirement for Reduction-In-Force (RIF) separations. Army was permitted to offer VSIP to 441 employees whose positions were to be re-classified to positions requiring other skills. We used 385 of the 441 VSIPs allocated to Army.

Resumix. We successfully deployed Resumix 6.1 at three CPOCs (West, Pacific, and Europe) during the year. We participated with the Modern Deployment Team at each site to assure Resumix was properly integrated with the Modern

DCPDS. In addition we developed and participated in the Super User, Functional Requirements, and Staffing Automation workgroups during the year to identify and refine corporate processes.

5% Premium Pay for Air Traffic Controllers. On April 28, 2001, the Deputy Secretary of the Defense authorized 5 percent premium pay for DOD air traffic controllers. The policy was effective immediately and specific only to the air traffic controller, GS-2152 series and effects mandatory payment to those controllers who meet the statutory requirements specified under 5 US Code § 5546a(a)(1)(A).

Premium pay received by air traffic controllers is exempt from the maximum earnings limitations and the annual maximum earning limitations in connection with an emergency found in 5 Code of Federal Regulations 550.105 and 550.106, respectively. This premium pay is excluded from basic pay for retirement, Thrift Savings Plan, and Federal Employees Group Life Insurance purposes.

The Army Benefits Center – Civilian. Our Army Benefits Center – Civilian (ABC-C), located at Ft. Riley, Kansas, houses the telephonic and web-enabled benefit and entitlement self-service systems, along with a staff of trained Army benefit counselors. With the deployment of Europe on 22 April 2001, the ABC-C now provides information and assistance regarding the Federal Employees' Health Benefits (FEHB), Federal Employee's Group Life

Insurance (FEBLI), the Thrift Savings Plan (TSP) as well as the Civil Services and Federal Employees' Retirement Systems (CSRS and FERS) to all Army appropriated fund civilians.

Leesburg Staffing Conference.

We hosted a Staffing Conference at the Leesburg Xerox Center for the CHR community in December 2000. Eleven workshops were conducted to consider Staffing Processes Reengineering and Innovations Group (SPRING) proposals including Central Resumix, Inventory Based Recruitment (IBR), DA Merit Promotion Plan, Web-enabled Pay Problem Reporting, In-Out Processing, Eligibility Query System, One-Page Vacancy Announcement, and disposition of "201 Recommendations." At the conclusion of the conference, the CHR community voted on priority for further development, with highest priority accorded to Central Resumix and IBR. The conference was followed by workshops during January and February 2001, to develop Functional Requirements Documents for the concepts agreed upon at the conference.

Position Classification

Fully Automated System for Classification II (FASCLASS II).

We designed FASCLASS II to simplify and expedite classification processes. The system allows users to select from a wide variety of classified position descriptions (PDs) in filling positions, conducting organizational analyses, and submitting electronic PDs directly to the CPAC and CPOC. We

completed CONUS FASCLASS II deployment in October 2001. Target date for the remaining OCONUS sites is March 2002.

Position Description Reduction.

We curtailed the establishment of new PDs in order to reduce the current numbers Army-wide before the end of FY 02. Approximately 190,000 position descriptions exist Army-wide. Such a large number of PDs to employees is not cost effective.

Program

Development/Training and Leadership Development

Oracle Training Administration.

We modified Oracle Training Administration (OTA), the training module within modern DCPDS. The modified version, known as OTA-Lite, allows personnelists, managers, and training coordinators to enter completed training for employees into their official record in DCPDS. Until OTA-Lite is implemented, all region CPOC personnel specialists will continue to use Oracle Human Resources (Oracle HR) to input completed training. The full version of OTA will include requesting, scheduling and documenting training, will be deployed.

Regulatory Reinvention Initiative.

We rescinded AR690-990-2, subchapter S4. The supervisor no longer has to certify for the employee's acceptable level of competence for Within-Grade-Increases. AR690-990-2, Book 630, paragraph S3-6, Approval Level for Forfeited Annual Leave has been rescinded in its entirety. We are

writing a delegation letter to grant authority to local commanders with the option to delegate to a lower level. Once it is approved, it will be placed on CPOL under PERMISS.

Science and Technology

Laboratories. Developers at the Communications-Electronics Command (CECOM) and Tank-automotive and Armaments Command (TACOM) made progress on plans for new personnel demonstrations. The project at CECOM was approved and will begin early in February 2002, while the TACOM project is ready for congressional notice and public comment, with implementation planned during the summer of 2002. The projects are expected to add as many as 12,100 employees to the nearly 6,500 professional, administrative, technical, and clerical personnel in broadbanding and performance pay systems at four labs: Aviation and Missile Research, Development, and Engineering Center; Army Research Laboratory; Corps of Engineers Research and Development Center; and Medical Research and Materiel Command.

Labs continued to fine tune their projects as each comes up on a 5-year decision point in 2002 and 2003, whether to continue the demonstration, let it expire, or make the personnel management initiatives permanent. To help in the decision, the OPM Personnel Resources and Development Center finished collecting information for publication of an evaluation report. Reports to date indicate progress is being made changing from an

entitlement to a performance culture and providing a more flexible, responsive personnel system.

The final two projects to be developed under the Defense reinvention lab authority are those of the Soldier Systems Center and the Simulation, Training, and Instrumentation Command.

Government Purchase Card. We provided input to Army's Government Purchase Card Program Office for inclusion in their guidance. Army's revised procedure guidance for the Government Purchase Card has not yet been issued.

Civilian Academic Degree Training. We prepared guidance on Civilian Academic Degree Training. This guidance will modify and explain DOD policy on Civilian Academic Degree Training.

DOD Civilian Acquisition Workforce Demonstration Project. On Sep 30, 2001, the project completed its first full year Contribution Based Compensation and Appraisal System (CCAS) cycle. During FY 01, the DoD Program Management Office completed and distributed an additional training module to strengthen Supervisor training and communication in the CCAS process. As of September 30, 2001, Army had 23 paypools, and 1713 employees participating in the demonstration project. One significant success, attributable to CCAS, is that most employees whose salaries plotted "above the rail," or inappropriately high based

on their contribution to the mission, either improved their contribution, or left the demonstration project.

A Federal Register amendment to the demonstration plan effective May 2001 authorized the demo to set salary for "reassignment" and "lateral transfer" using the buy-in computation for employees entering the demonstration project. Previously, these current Federal employees' salaries were set as a straight conversion of salary dollars.

Army & Technology Acquisition Workforce (A&TWF). We continued studying low civilian selection rates and parity issues for civilian and military candidates centrally boarded for Acquisition Product and Project Manager assignments. During FY01, the Deputy Chief of Staff for Personnel (DCSPER) revised its standard operating procedure for central selection board member composition, increasing the permanent membership by one additional civilian board member. This equalizes the number of civilian and military board members reviewing candidate records. We updated the application package requirements for civilians for the FY 03 board announcement cycle, replacing the obsolete Civilian Qualification Record (DA Form 2302) for a standard format Resume. We partnered with the Acquisition Community and other organizations to implement an Integration Process Team to address timely and equitable follow-on placement assignments for board selected product and project managers, and graduates of senior service colleges.

We worked with the Acquisition Career Management Office (ACMO) on other issues to include filling or assigning employees to critical and non-critical acquisition positions, changing the qualification/education requirements for occupational series 1102 and contracting officers, and reviewing waiver requests to DAWIA certification and Army Acquisition Corps requirements. We also began assimilating between 10,000 to 12,000 new members into A&TWF.

Program Support

Workforce Analysis and Support System (WASS+) and Civilian Forecasting System (CIVFORS). We introduced a number of new system capabilities. Among them were analysis and forecasting at UIC level of detail and customized model building. System uses ranged from identifying command level workforce planning needs, to projecting losses in critical occupations, to assisting in post-terrorist attack assessments, to finding historical information on individuals for benefits purposes.

Interest in the tools also expanded. In June, the Office of Personnel Management (OPM) hosted a session to demonstrate our forecasting tools to other federal agencies. A federal-wide consortium for sharing the tools and the analytic approaches to workforce planning was proposed. Eighteen federal agencies signed-up to be part of the consortium.

Although other agencies expressed interest, our primary focus in FY02

will be to continue to support Army's needs with the goal of significantly expanding the support base.

Program Objective Memorandum (POM) 03-07. We successfully defended and obtained funding for 950 interns throughout the POM years (FY03-07) as well as received additional funding for recruitment bonuses for engineers, computer scientists and operation research analysts. We also successfully obtained over \$2 million dollars in additional funds for civilian competitive professional development training in each of the POM years and secured funding for schoolhouse life cycle equipment replacement.

Regionalization funding grew in POM 03-07 by approximately \$40 million dollars per year. The additional funding will support the merger of Management Decision Packages (MDEPs) VCPR (Civilian Personnel Operations) and QCPO (Civilian Personnel Advisory Centers). The merger of these two MDEPs represents the combination of funding levels for VCPR and QCPO. The additional \$40M will move into VCPR to cover the cost associated with QCPO.

Army Civilian Training, Education, and Development System (ACTEDs) Management

ACTEDS Career Plans. Many career programs submitted revised or updated ACTEDS Career Plans for approval. We approved complete revisions for CP-10 Civilian Human

Resource Management and CP-34 Information Management.

At the end of FY01, the following ACTEDS Career Plans were still being revised: CP-15 Quality and Reliability Assurance, CP-16 Engineers and Scientists (Non-construction), CP-18 Engineers and Scientists (Resources and Construction), CP-35 Intelligence, Career Field 51 Morale, Welfare and Recreation and Career Field 53 Medical. In all, 27 ACTEDS Plans can be found in the Training section of CPOL.

ACTEDS Interns. We increased hiring quotas and brought on board 715 centrally funded interns, with 192 outstanding recruit actions still in process at the end of the fiscal year. Most career programs continue to centrally select interns, making the overall process faster and efficient.

College Minority Relations. We participated in over 33 Minority College/University Career Fairs and 20 Diversity related conferences in order to educate college students and conference participants of employment opportunities within Army. We met with over 3000 college students and 4000 conference participants during FY01.

Defense Leadership and Management Program (DLAMP). We received 90 applications for the DLAMP Class of 2002. Currently, Army has 257 employees in DLAMP. Overall, there are 1141 active DLAMP participants throughout DOD. Army has several participants who are completing the final training

requirements to graduate from the program.

Army DLAMP employees continue to take full advantage of attendance at the Senior Service Colleges. Army employee representation is significantly above average for participation in the professional military education (PME) element. Although Army's PME allocation for FY01 was 14 spaces, we filled 22 spaces because we used some of the other Services' allocations.

We approved 23 new starts for rotational assignments in FY01. Nineteen participants completed their one-year rotational assignment in FY01. For the second annual cycle of good standing certifications, the vast majority of Army participants met the requirement.

Career Management

Army Civilian Career Evaluation System. We successfully developed an electronic method for applicants to receive further consideration, possible referral, and status/confirmation of the process. Previously, for 15 career programs, we notified applicants through surface mail for vacancies. Effective 3rd quarter of FY01, all matching applicants received an "Email of Inquiry", which outlined the procedures to respond electronically by a specified date. We recorded all responses in the system. If referred, Army sends an email of inquiry to the applicant. This change streamlined applicant consideration procedures and improved our ability to provide

selecting officials with more realistic and timely referral lists.

Defense Civilian Intelligence Personnel System (DCIPS). The intelligence personnel community completed plans for transferring centralized DCIPs servicing from the National Capital Region to Ft Huachuca, AZ; published an ACTEDS plan; delegated approval authority for waiving the reemployment of retired military within 180 days of retirement; and published monthly updates.

We began revising AR-690-13 to incorporate updates since 1990 and new DCIPS policy and assisting the DOD and Federal Intelligence Community in developing many new human resource management legislation proposals, policies and programs.

Nonappropriated Fund (NAF) Program

Intern Program Plan. The NAF career personnel management intern program graduated its first intern from Fort Bliss in March 2001. The intern is now the NAF Human Resource Officer at Fort Campbell, KY. The success of the first NAF Human Resource intern led to an increase in participation in the program for 2001. Two NAF interns started their internship - one placed at Fort Sam Houston, TX and the other at Fort McCoy, WI. They will graduate in March of 2003. Plans are underway to place two more interns in the program in FY 02.

Tuition Free Waiver for NAF Employees OCONUS. Component

representatives and representatives of the DOD Education Activity developed and had approved a waiver that allows dependents of full-time NAF employees locally hired to attend DOD schools on a space-available tuition-free basis.

Strategic Planning. MACOM and Community and Family Support Center (CFSC) representatives approved the NAF five-year plan. NAF representatives participated in the Morale, Welfare, and Recreation (MWR) Business Planning conference to ensure that the Army's CHR Corporate Plan, the NAF HR Strategic Plan and the MWR Business Plans align and support each other.

NAF Automation. NAF reviewed all standardized position guides posted in the PD Library for inclusion in FASCLASS II. They held several conferences to develop new NAF position guides and revise existing guides to support the Unified Resource Project (UREP) which is the program where identified appropriated fund positions within the MWR community may be converted to NAF positions and filled by NAF employees. NAF then added the new positions and revised guides to the PD Library.

NAF implemented NAF Benefits Online to allow NAF employees to make elections during open season on line. This also allowed employees to access their personal account information and make non-election changes on line. They will next "interface" the Benefits Online capability with modern DCPDS.

NAF began to deploy modern DCPDS in July 2001. At the end of FY 01 they trained 95% of the NAF workforce on modern DCPDS and converted 50% of the NAF records to the modern system.

Program Review. NAF participated in the Southeast Region program reviews conducted by USACPEA that included Ft. Gordon, Ft. Monroe, and Ft. Bragg. In addition, there were follow up reviews to AFRC Europe, Hale Koa Hotel, Shades of Green and Dragon Hill Lodge. They added a new NAF employee to the USACPEA staff to conduct reviews of the NAF Personnel Programs throughout Army.

Training and Leader Development. NAF, supported by the Civilian Personnel Operations Center Management Agency (CPOCMA), developed and conducted MDCPDS training. They identified NAF-specific human resource functional training that will become a part of the standard curriculum at the CPOCMA Training Center and the MWR Academy for the development of their Human Resource Personnel. They approved a NAF position, assigned to CPOCMA but working for the CPP NAF office, that will be responsible for developing functional training modules, recruiting and training adjunct faculty, and scheduling training for field personnel.

Senior Executive Service (SES)
Office/Leader Development
Policy

SES Appointments. Due to the presidential transition, the work of the SES Office differed significantly from previous years. In transition years, OPM suspends Qualification Review Board (QRB) processing until the new administration's agency heads are on board. QRB approval is the final step in the approval process for a career SES appointment. Normally, upon the appointment of the Secretary of Defense, QRB processing would resume. This year, the Office of the Secretary of Defense provided no mechanism for that, effectively freezing QRB submissions. Army eventually had 12 SES selections on hold. After the new Army leadership was on board, seven of the 12 selections were approved. Those not approved were pending headquarters realignment. With the advent of the new administration, 10 noncareer SES appointees have come on board and additional proposed noncareer appointments are being worked. Additionally, the SES Office assisted in processing the appointments of seven Presidential appointments that required Senate approval.

Attack on the Pentagon. In the wake of the terrorist attacks of September 11, 2001, and subsequent military in Afghanistan, the SES Office effected three limited emergency SES appointments to work in the disaster relief/recovery effort. The SES Office also obtained expedited QRB processing for two appointments needed to support the military operations in Afghanistan.

Shortly after the September 11th attack on the Pentagon, top Army leadership directed general officers and senior executive service sponsors attend services for all Army personnel killed in the attack on the Pentagon. The SES Office coordinated SES sponsors attendance at services for the 65 civilians among the Army victims. The SES Office will continue coordination for all families who desire an SES sponsor.

Reaching SES members in case of an emergency became critical in the aftermath of the September 11th events. As a result, the SES Office developed an automated Emergency Call Roster for SES members. Completion of the form is voluntary and personal information will be safeguarded. The SES Office will compile and maintain current information to enable SES members to be contacted quickly in the event of future emergencies.

Presidential Rank Awards. The President approved the 2001 Presidential Rank Award recipients on September 24, 2001. The SES Office handled the annual Presidential Rank Award process for the Army, which had 21 senior executives selected for the honor - - four Distinguished and 17 Meritorious Executives. Presidential Rank status is the most prestigious recognition afforded career members of the SES. Awardees Government-wide numbered 65 Distinguished and 335 Meritorious Ranks.

SES Orientation. In August 2001, the Secretary of the Army hosted the

SES Orientation Course, the first in nearly three years. Remarks by the Secretary and the Chief of Staff, Army, opened the weeklong course, which included Army's senior leaders presenting their perspectives on issues facing today's Army.

Think SES. We conducted several "Think SES" workshops at various. Audiences included the Federal Asian-Pacific American Conference, the Hispanic Employment Program Managers Conference, the Blacks in Government Conference, and numerous employee seminars.

Civilian Leader Development. In August 2001, Army leadership made the decision to integrate Army civilians as part of the Army Transformation into the Army Training and Leader Development (ATLD) Study Panels. Integration of the civilian study will significantly enhance efforts to review and improve Army civilian training and leader development, enable civilians to profit from the lessons of the military reviews, and reinforce the objective of building a common culture. The study began in October 2001 with an interim report due April 2002 and completion by September 2002.

Defense Leadership and Management Program (DLAMP). Army participated in a contractor-conducted DOD-wide Assessment of DLAMP, the first evaluation of the program since its implementation. This offered an opportunity to provide perspectives and recommendations for improvements. Final report is expected early 2002.

Civilian Personnel Operations Management Agency (CPOCMA)

Retirement CD-ROM. CPOCMA and the Southwest CPOC jointly developed a CD-ROM to help employees complete voluntary, discontinued service or disability retirement applications for the Civil Service Retirement System (CSRS) and CSRS OFFSET employees.

Direct Access to the Army Benefits Center – Civilian (ABC-C). CPOCMA established a new email contact system for CPAC/CPOC use in directly accessing the benefits and entitlements system.

Employee Assistance. CPOCMA visited the SE CPOC to assist employees affected by its closure contemplate retirement or relocation. They conducted retirement seminars and counseling sessions for 76 SE CPOC employees.

Fair Labor Standards Act Analyses. CONUS and OCONUS CPOC SWAT Teams compiled and forwarded 40,000+ FLSA analyses for all of Army's GS-07 to GS-12 job descriptions to MACOMs for review, comment and implementation. Less than one percent of the FLSA determinations resulted in reclaims. CPOCMA concurred with MACOM reclaims approximately one third of one percent of the time.

GS-200 Human Resources Specialist Job Family Standard. CPOCMA created a set of Army-wide application guidelines and

standardized CPAC job descriptions for the new OPM standard. They staffed the guidance with the MACOMs for review and comment.

Medical Vacancies. CPOCMA partnered with the Medical Command (MEDCOM) to create a Standard Operating Procedure (SOP) for the CPACs and CPOCs to follow for recruiting medical vacancies.

CPOCMA changed the MEDCELL Delegated Examining Unit (DEU) status from a temporary to a permanent Memorandum of Understanding, based on widespread support by MEDCOM activities for its continuation. The MEDCELL location will move from the Northeast CPOC to the North Central CPOC.

FASCLASS II. CPOCMA coordinated the CPOC's nationwide FASCLASS I database cleanup and training schedule, responded to queries from the field and worked with HQDA to make operational modifications as users' problems arose.

Organizational Designs. CPOCMA participated or commented on proposed organizational structures for the Army Research Laboratory and the Medical Research and Material Command; Military Traffic Management Command–Eustis Reorganization; Soldier Biological Chemical Command Centralization; USAREUR Human Resources; and the Transfer of Fort Hamilton-MDW to the North Central region.

Modern DCPDS. CPOCMA along with HQDA staff elements coordinated the modern DCPDS to all of Army's CONUS CPOCs. This involved developing and implementing of ground management plans, pipeline management, training, database clean up, lessons learned, deployment tasks/checklists and other deployment initiatives.

NAF. CPOCMA and HQDA staff elements coordinated the NAF modern system deployment to Army's Southeast, West, South Central and North Central regions.

Job Fairs. CPOCMA hosted a Vocational Nurse Job Fair at Fort Sam Houston, San Antonio, Texas and an Entry Level Career Program Job Fair at Ft Meade, MD.

Alternative Work Schedule (AWS). CPOCMA implemented AWS at CPOCMA/CPOCs on July 1, 2001 for a one-year trial period. They instituted evaluation measures to track production, leave usage and customer service.

Web-Based Tools. CPOCMA established a Concept Description/System Change Request web page to capture all CONUS CPOC application and automation tool requirement submissions. Requirements are coordinated with the CPOC Directors, then submitted to the Army Configuration Control Board (CCB) for Army-wide consideration.

CPOCMA established a Keystroke Input Simulation System (KISS)

Script Repository on its web site that allows the CPOCs to download as well as submit new scripts. This effort is designed to prevent duplication of effort, standardize KISS scripts and track what scripts the CPOCs use.

Training. CPOCMA developed training modules and trained all CONUS regions on Business Objects, a commercial reporting tool. They will train the remaining OCONUS sites approximately three weeks after they deploy modern DCPDS.

CPOCMA conducted twenty-seven courses in FY01; however, they had to cancel the balance of the schedule due to lack of funding. In the same time period, CPOCMA signed Memorandums of Understanding (MOU) with the Department of the Navy and the Community and Family Support Center (CFSC). The MOU with the Navy called for the attendance of Navy Human Resources (HR) students at CPOCMA on a reimbursable basis. The MOU with CFSC is an agreement that CPOCMA provides instruction for Non-Appropriated Fund (NAF) HR employees and CFSC provides TDY expenses for students attending the classes.

CPOCMA is maintaining web-based Supervisory, Leadership and Management courses. This comes with ACTEDS funding and a personnel space.

CPOCMA also supported a number of other initiatives, including

oversight of Modern DCPDS training, development of an ART Users' Guide, Project 75 support, Productivity training, Business Objectives Applications, and Distance Learning initiatives, such as Screen Cam, which allows users of modern DCPDS to "walk through" a specific function.

HQDA approved several new courses for CPOCMA development. These included Intermediate MER, Productivity Management and a revised CPAC Generalist course.

Individual CPOCs

Southwest (SW)

Staffing Quality and Timeliness.

The SW CPOC closed 7356 recruit/fill actions in FY01. Their average fill time for the year was 53.1 days. In FY00 they closed 7063 actions with an average of 47.5 days.

Classification. The SW CPOC processed 6819 routine actions in an average of 2.0 days and 783 non-routine actions in 12.0 days in FY01. In FY00 they processed 12592 routine actions in 1.3 days and 2116 non-routine actions in 11.3 days.

Workforce Sizing. The SW CPOC completed 22 reorganizations and realignments, 19 A-76 studies, and 15 RIFs in FY01. In FY00 they completed 10 reorganizations, 13 A-76 studies, and 6 RIFs.

Pay Management. The SW CPOC resolved 415 out of 422 pay problems in the pay period received

in FY01. In FY00 they resolved 500 out of 501 problems in the same pay period.

Training. The SW CPOC conducted 158 classes and trained 3489 employees in FY01. In FY00 they conducted 88 classes and trained 4372 employees.

Awards. In FY01 the SW CPOC processed 18641 monetary awards totaling \$11,509,559 and 353 non-monetary awards. In FY00 they processed 18686 monetary awards and 1035 non-monetary awards. The dollar amount was not available.

Cancellations and Corrections. The SW CPOC cancelled or withdrew 1386 actions in FY01 as compared to 1671 cancellations in FY00.

Automation. The SW CPOC implemented several new automation tools to include Army Regional Tools (ART), Staffing Statistics Report (SSR), Classification Statistics Report (CSR), and the Delegated Examining Unit Case Evaluation System (DEUCES). The SW CPOC also completed a 100% inventory of Life Cycle Replacement for all servers and 145 workstations.

Other Highlights and Activities. The SW CPOC conducted the first CONUS Modern payroll reconciliation.

The SW CPOC held two Commanders' Conferences – one at Fort Riley in November 2000 and one at Fort Sam Houston in May

2001. They held personnel planning session with Corps of Engineers activities currently serviced as well as activities being picked up as a result of CPOC closure.

The Army Benefits Center – Civilian (ABC-C) processed 4,838 voluntary retirements, 692 disability retirements, and 387 death notifications. Their timeliness rate (87%) exceeded OPM's goal of 80%.

During the health benefits open season, a total of 14,021 employees made changes to their health plans. Employees were given the option to increase their contributions to TSP by 1%. A total of 100,300 employees elected this option.

The response time for counselor assisted calls at the ABC-C via Interactive Voice Response System (IVRS) improved in FY01 from an average of 15 minutes to less than 3 minutes.

Southeast (SE)

Staffing Quality and Timeliness. The SE CPOC closed 6477 recruit/fill actions in FY01. Their average fill time for the year was 66.6 days. In FY00 they closed 6165 actions with an average of 79.8 days.

Classification. The SE CPOC processed 5200 routine actions in an average of 3.0 days and 1307 non-routine actions in 17.0 days in FY01. In FY00 they processed 10780 routine actions in 4.3 days and 2504 non-routine actions in 19.9 days.

Workforce Sizing. The SE CPOC completed 9 reorganizations and realignments, 19 A-76 studies, and 16 RIFs in FY01. In FY00 they completed 6 reorganizations, 10 A-76 studies, and 19 RIFs.

Pay Management. The SE CPOC resolved 205 out of 205 pay problems in the pay period received in FY01. In FY00 they resolved 408 out of 408 problems in the same pay period.

Training. The SE CPOC conducted 83 classes and trained 2005 employees in FY01. In FY00 they conducted 20 classes and trained 700 employees.

Awards. In FY01 the SE CPOC processed 22284 monetary awards totaling \$14,523,311. The FY01 number of non-monetary awards and the FY00 information was not available.

Cancellations and Corrections. The SE CPOC cancelled or withdrew 1557 actions in FY01 as compared to 1201 cancellations in FY00.

Automation. The SE CPOC fully deployed RESUMIX during FY01.

In June 2001, the SE converted to Modern DCPDS with 100% of all records porting successfully. They conducted Modern system training throughout the region.

Other Highlights and Activities. On 31 May 2001, HQDA announced the closure of the SE CPOC in March 2002 and the transfer of 17 of its serviced installations to the South

Central CPOC and one installation to the North Central CPOC.

South Central (SC)

Staffing Quality and Timeliness. The SC CPOC closed 8032 recruit/fill actions in FY01. Their average fill time for the year was 56.6 days. In FY00 they closed 7900 actions with an average of 58.2 days.

Classification. The SC CPOC processed 7151 routine actions in an average of 2.0 days and 836 non-routine actions in 14.2 days in FY01. In FY00 they processed 11615 routine actions in 1.8 days and 1439 non-routine actions in 14.0 days.

Workforce Sizing. The SC CPOC completed 7 reorganizations and realignments, 18 A-76 studies, and 5 RIFs in FY01. In FY00 they completed 5 reorganizations, 18 A-76 studies, and 4 RIFs.

Pay Management. The SC CPOC resolved 169 out of 172 pay problems in the pay period received in FY01. In FY00 they resolved 117 out of 128 problems in the same pay period.

Training. The SC CPOC conducted 90 classes and trained 5340 employees in FY01. In FY00 they conducted 99 classes and trained 5754 employees.

Awards. In FY01 the SC CPOC processed 27666 monetary awards totaling \$23,708,703 and 602 non-monetary awards. In FY00 they processed 27387 monetary awards

totaling \$20,762,990 and 685 non-monetary awards.

Cancellations and Corrections.

The SC CPOC cancelled or withdrew 1209 actions in FY01 as compared to 892 cancellations in FY00.

Automation. The SC CPOC converted to modern DCPDS with a 99.999% accuracy rate.

The SC CPOC implemented several new automation tools to include the Keyboard Input Simulation System (KISS), the DEUCES application case management system, an improved Service Computation Date calculator, and a tool to issue pseudo Social Security Numbers. The SC CPOC is developing an improved Not-To-Exceed date calculator and a standardized Remarks section for modern DCPDS.

Northeast (NE)

Staffing Quality and Timeliness.

The NE CPOC closed 8724 recruit/fill actions in FY01. Their average fill time for the year was 41.8 days. In FY00 they closed 6758 actions with an average of 63.1 days.

Classification. The NE CPOC processed approximately 14000 routine actions in an average of 1.9 days and 3000 non-routine actions in 15.3 days in FY01. In FY00 they processed 14073 routine actions in 1.8 days and 1980 non-routine actions in 15.0 days.

Workforce Sizing. The NE CPOC completed 60 reorganizations and

realignments, 18 A-76 studies, and 13 RIFs in FY01. In FY00 they completed numerous reorganizations, 23 A-76 studies, and 19 RIFs.

Pay Management. The NE CPOC resolved 138 out of 151 pay problems in the pay period received in FY01. In FY00 they resolved 93 out of 137 problems in the same pay period.

Training. The NE CPOC conducted 714 classes and trained 8507 employees in FY01. In FY00 they conducted 419 classes and trained 7742 employees.

Awards. In FY01 the NE CPOC processed 38353 monetary awards totaling \$31,239,232 and 1698 non-monetary awards. In FY00 they processed 35599 monetary awards totaling \$27,773,849 and 1258 non-monetary awards.

Cancellations and Corrections.

The NE CPOC cancelled or withdrew 1653 actions in FY01 as compared to 1834 cancellations in FY00.

Automation. The NE CPOC completed a yearlong project to clean up the position database to prepare for Modern. They created an automated Table 55 tool to view serviced organizations' structures and eliminate unneeded or unnecessary entries. The NE CPOC deleted over 2,500 obsolete organizations and over 12,000 unneeded positions.

The NE CPOC deployed modern DCPDS with a conversion accuracy rate of 99+% and FASCLASS II,

converting about 30,000 job descriptions from the Legacy system. NE CPOC also implemented RESUMIX On-Line Applicant Response (ROAR) and continued to increase their use of the Northeast Regional Toolset, which was adopted Army-wide as the Army Tool Set (ART).

Other Highlights and Activities.

The NE CPOC conducted a five-part Classification Seminar for NE CPOC employees dealing with some of the finer points of classification and position management.

The NE CPOC implemented results of the 5CFR551 review.

The NE CPOC held a Commanders' Symposium on Human Resource Management in August 2001.

Aberdeen Proving Ground successfully kept the IT function in-house following an A-76 study.

CECOM minimized the impact of outsourcing through a "Soft Landing" approach involving negotiation of attractive packages for those employees who opted to go with the contractor and maximum use of such authorities as VERA, VSIP and Priority Placement.

NE began using the Federal Career Intern Program (FCIP) to hire the Engineer & Scientist (E&S) interns at Picatinny Arsenal. The new process is much faster and normally allows referral of candidates within a day of advertising a vacancy.

The NE CPOC MEDCELL processed 1,914 recruit/fill actions, issued 1,295 referrals, and filled 705 positions. They filled 582 positions in FY00.

The NE CPOC used KISS to manage the workload associated with demonstration project Pay for Performance base pay increases, awards and appraisal input.

North Central (NC)

Staffing Quality and Timeliness.

The NC CPOC closed 6534 recruit/fill actions in FY01. Their average fill time for the year was 52.8 days. In FY00 they closed 5858 actions with an average of 60.0 days.

Classification. The NC CPOC processed 10942 routine actions in an average of 1.9 days and 819 non-routine actions in 13.9 days in FY01. In FY00 they processed 14374 routine actions in 1.1 days and 1450 non-routine actions in 11.0 days.

Workforce Sizing. The NC CPOC completed 16 reorganizations and realignments, 2 A-76 studies, and 7 RIFs in FY01. In FY00 they completed 19 reorganizations, 0 A-76 studies, and 3 RIFs.

Pay Management. The NC CPOC resolved 162 out of 167 pay problems in the pay period received in FY01. In FY00 they resolved 363 out of 371 problems in the same pay period.

Training. The NC CPOC conducted 120 classes and trained 1953 employees in FY01. In FY00 they

conducted 219 classes and trained 3436 employees.

Awards. In FY01 the NC CPOC processed 12399 monetary awards totaling over \$12,500,000 and 802 non-monetary awards. In FY00 they processed 11469 monetary awards totaling over \$11,600,000 and 742 non-monetary awards.

Cancellations and Corrections.

The NC CPOC cancelled or withdrew 1555 actions in FY01 as compared to 1224 cancellations in FY00.

Automation. The NC CPOC converted 21,303 records from Legacy to the Modern System with a 100% success rate.

The NC CPOC implemented the CART (Classification Automated Reporting Tool) program, the Position Management application (CART), ROAR updates, KISS for and Modern Script-driven data entry emulation tool (MASTER), Aladdin, Special Candidate Tracker, FASCLASS II testing/prototype, Fortune-158 budget report, Army Resumix Cert, Atlantis, USAR information feed, and multiple Modern System preparation and deployment processes/logistics and associated tools.

The NC CPOC led the development of a standard CPOC/CPOCMA Home Page web template.

NC CPOC developed/deployed a series of on-line web based (inter, intra and extra-net) reports to allow

customers access to real-time PPI/Modern database information

Other Highlights and Activities.

The NC CPOC provided support to a 5 CFR 551 study and implemented results as submitted by CPACs.

The NC CPOC issued 1,595 centralized intern referral lists. Ultimately, 678 ACTEDS interns were hired.

NC CPOC began servicing Walter Reed, Fort Myer, Fort Meade, Fort Belvoir, and Headquarters, US Army Corps of Engineers. They transitioned service of Rock Island, St. Paul, Pittsburgh, and Huntington Districts to the SW CPOC.

The NC CPOC hosted representatives of MDW, Walter Reed and HQ, COE to discuss issues related to their transition to the NC CPOC.

The NC CPOC hosted OPM representatives and one from CPMS for a Modern System orientation and preparation IPR on March 28th and 29th, 2001.

The NC CPOC hosted four representatives from the MDW MACOM office for one day and half session in preparation to begin servicing them on August 26th.

National Capital Region (NCR)

Staffing Quality and Timeliness.

The NCR CPOC closed 4875 recruit/fill actions in FY01. Their average fill time for the year was 87.0 days. In FY00 they closed

4357 actions with an average of 90.4 days.

Classification. The NCR CPOC processed 3984 routine actions in an average of 4.3 days and 860 non-routine actions in 17.7 days in FY01. In FY00 they processed 6384 routine actions in 4.5 days and 2296 non-routine actions in 17.2 days.

Workforce Sizing. This information was unavailable.

Pay Management. This information was unavailable.

Training. This information was unavailable.

Awards. This information was unavailable.

Cancellations and Corrections. The NCR CPOC cancelled or withdrew 1302 actions in FY01 as compared to 1258 cancellations in FY00.

Automation. To prepare for modern DCPDS deployment, the NCR CPOC conducted practice sessions for processors, clerks, assistants, and supervisors.

The NCR CPOC entered approximately 3,500 pipeline actions into the modern system.

Other Highlights and Activities. The NCR CPOC continued its Tours Program for senior leaders and members of their staffs to visit the center and become familiar with CHR operations in a regionalized environment.

The NCR CPOC and MTMC MACOM representatives met to establish vacancy announcement templates for MTMC positions.

NCR CPOC generated recruiting initiatives to fill numerous AMC Fellowship Program positions with outstanding scholars. Selected individuals will receive multi-functional and multi-skilled training in the following disciplines: Engineers and Scientists (Non Construction), Quality and Reliability, Contracting and Acquisition, Supply, Maintenance, and Information and Technology.

The NCR CPOC established an Intranet Website for its displaced employees. The site included daily informational messages from the Director, news releases, job information links, a bulletin board, and an event calendar. Government agencies in the area were invited to the CPOC to conduct Job Fairs for interested employees.

The NCR CPOC hosted three Partnership Meetings involving participation from CPOCMA, CPACs and MACOMs within the region. Additionally, they held an information and planning meeting with CPAC Chiefs to coordinate the transition to closure of the NCR CPOC.

The NCR CPOC closed on September 30, 2001 and transferred 8 of its CPACs/quasi CPACs to the NE, NC, and W CPOCs.

West (W)

Staffing Quality and Timeliness.

The W CPOC closed 4764 recruit/fill actions in FY01. Their average fill time for the year was 54.5. In FY00 they closed 5152 actions with an average of 52.1 days.

Classification. The W CPOC processed 8664 routine actions in an average of 2.0 days and 1817 non-routine actions in 21.2 days in FY01. In FY00 they processed 8098 routine actions in 2.2 days and 1825 non-routine actions in 11.5 days.

Workforce Sizing. The W CPOC completed 2 reorganizations and realignments, 0 A-76 studies, and 4 RIFs in FY01. In FY00 they completed 1 reorganization, 3 A-76 studies, and 3 RIFs.

Pay Management. The W CPOC resolved 413 out of 422 pay problems in the pay period received in FY01. In FY00 they resolved 686 out of 700 problems in the same pay period.

Training. The W CPOC conducted 58 classes and trained 958 employees in FY01. In FY00 they conducted 5 classes and trained 129 employees.

Awards. In FY01 the W CPOC processed 13516 monetary awards totaling \$9,519,731 and 325 non-monetary awards. In FY00 they processed 13579 monetary awards totaling \$9,525,293 and 336 non-monetary awards.

Cancellations and Corrections. The W CPOC cancelled or withdrew

928 actions in FY01 as compared to 786 cancellations in FY00.

Automation. The W CPOC deployed modern DCPDS with 100% data conversion accuracy. Along with the modern system deployment, the W CPOC migrated from Resumix version 4.1 to version 5.3, then became the first CONUS CPOC to migrate to Resumix version 6.1. Other W CPOC automation initiatives included the deployment of Army Regional Tools (ART) - a set of personnel related, web based reports and applications, and the conversion to FASCLASS II - an upgraded version of the web based position classification tool.

Other Highlights and Activities.

The W CPOC gave serviced employees the opportunity to correct and/or update their official training history information. The W CPOC processed 6,517 updates and corrections into the legacy system prior to deploying modern DCPDS.

The W CPOC fielded four separate civilian personnel management products, including a fully scripted Executive Briefing for new Garrison Commanders, a "Management & Administration of Civilian Training" guide, an "Orientation Course on Civilian Personnel Management", and a "Supervisor's Desk Reference Guide on Civilian Personnel Management".

The W CPOC set up a training lending library consisting of 71 training videos, 1 CD-ROM, 23 books, and 6 audiocassette programs.

In January 2001, the W CPOC partnered with its Fort Lewis CPAC and Madigan Army Medical Center (MAMC) embarked on an extensive recruiting effort to fill professional nurse vacancies and other hard to fill medical positions.

The W CPOC conducted Delegation of Classification Authority training at both Fort Lewis and Yuma Proving Ground, providing certification to over 60 managers.

The W CPOC Delegated Examining Unit worked with the USACE Northwest Division to standardize 39 crediting plans designed to cover all Power Trades positions in the region.

USACE subject matter experts worked with CPAC and W CPOC specialists to develop a RESUMIX Skills Handbook for General Schedule positions, focusing on engineers and scientists.

The W CPOC hosted a Commanders Civilian Personnel Advisory Council Meeting in February 2001 and a Personnel Systems Managers conference in August 2001.

The W CPOC supported several SWAT initiatives to assist the NCR and SE CPOC closures.

The W CPOC assumed servicing responsibility for the Defense Civilian Intelligence Personnel community in September 2001.

Europe and Civilian Human Resources Management Agency (CHRMA)

Staffing Quality and Timeliness.

The Europe CPOC closed 8567 recruit/fill actions in FY01. Their average fill time for the year was 66.8 days. In FY00 they closed 9396 actions with an average of 65.4 days.

Classification. The Europe CPOC processed 7556 routine actions in an average of 2.3 days and 1265 non-routine actions in 16.4 days in FY01. In FY00 they processed 14328 routine actions in 2.7 days and 2414 non-routine actions in 22.1 days.

Workforce Sizing. The Europe CPOC completed 4482 reorganizations and realignments, 0 A-76 studies, and 2 RIFs in FY01. In FY00 they completed 1372 reorganizations, 0 A-76 studies, and 3 RIFs.

Pay Management. The Europe CPOC resolved 3250 out of 3432 pay problems in the pay period received in FY01. In FY00 they resolved 2556 out of 2712 problems in the same pay period.

Training. The Europe CPOC conducted 350 classes and trained 8750 employees in FY01. In FY00 they conducted 284 classes and trained 5680 employees.

Awards. In FY01 the Europe CPOC processed 15989 monetary awards totaling \$7,441,267 and 2531 non-monetary awards. In FY00 they processed 15355 monetary awards

totaling \$8,196,310 and 2163 non-monetary awards.

Cancellations and Corrections.

The Europe CPOC cancelled or withdrew 5924 actions in FY01 as compared to 5746 cancellations in FY00.

Automation. CHRMA improved communication through enhancements to its web site which include manager tools, expanded employment information, down range and national emergency pages, addition of several wizards that help applicants determine their job eligibility, and an easy to use "Customer Feedback" section.

The website was also brought into full compliance with Section 508 (handicapped access) Federal law and command policy. In addition, the local Vacancy Announcement Builder now supports Italian and Belgian local national announcements.

The Europe CPOC was the first regional site to deploy RESUMIX 6.1. It deployed SOARS, an online automated tool designed for applicants to view status of their resumes. The SOARS application was successfully modified to work with the latest Resumix 6.1 system and includes online assistance. The enhanced OPF Tracker system, online manpower reporting system, and an online training nomination form were also implemented.

To prepare for modern DCPDS deployment, the Europe CPOC created a variety of quality control

reports to ensure integrity of the system and to reduce pipeline actions.

Other Highlights and Activities.

The senior CHRMA leadership continued work on the CHRMA Operational Plan FY01-02. In addition, CHRMA integrated civilian personnel action items into the USAREUR Theater Plan Well Being Annex.

CHRMA can now offer a Temporary Change of Station (TCS) for up to 30 months for Hungary and Bosnia and is working with EUCOM to obtain similar approval for the Kosovo Province. CHRMA is working on billeting standards to have civilians housed on the same basis as military (by pay grade) while in the Balkans. Other initiatives include work to obtain approval of a relocation bonus to be prorated by length of stay and a length of tour waiver for employees covered by the 5-year rotation policy.

CHRMA is working with command leadership to develop criteria and convert positions from US to LN to balance the workforce, created a Personnel Assistants Academy, and is developing a local national career program.

CHRMA developed a standardized supervisory training course so that CPACs could present consistent training across the serviced population. The course is available in hard copy and CD ROM.

Pacific

Staffing Quality and Timeliness.

The Pacific CPOC closed 2274 recruit/fill actions in FY01. Their average fill time for the year was 56.9 days. In FY00 they closed 2433 actions with an average of 55.0 days.

Classification. The Pacific CPOC processed 3183 routine actions in an average of 2.4 days and 677 non-routine actions in 27.9 days in FY01. In FY00 they processed 2958 routine actions in 3.4 days and 553 non-routine actions in 23.6 days.

Workforce Sizing. The Pacific CPOC completed 4 reorganizations and realignments, 3 A-76 studies, and 5 RIFs in FY01. In FY00 they completed 0 reorganizations, 0 A-76 studies, and 3 RIFs.

Pay Management. The Pacific CPOC reported payroll errors to be minimal; however, they do not keep a record of the specific numbers resolved and unresolved.

Training. The Pacific CPOC conducted 20 classes and trained 624 employees in FY01. In FY00 they conducted 20 classes and trained 823 employees.

Awards. In FY01 the Pacific CPOC processed 4793 monetary awards totaling \$3,101,314 and 1535 non-monetary awards. In FY00 they processed 3268 monetary awards totaling \$1,893,650 and 1042 non-monetary awards.

Cancellations and Corrections.

The Pacific CPOC cancelled or withdrew 370 actions in FY01 as

compared to 165 cancellations in FY00.

Automation. The Pacific CPOC upgraded RESUMIX from 5.3.1 to version 6.1 in August 2001.

The Pacific CPOC brought on line their Army I, II, and Management Servers, unique servers to the Army Automated Personnel Infrastructure, in September 2001.

Other Highlights and Activities.

The Pacific Region held a Classification Functional Forum was held in September 2001 and a Staffing Functional Forum in April 2001.

The Pacific Region CPOC implemented a formal Production Management/Quality Management initiative focusing on better control of production and continuous process improvement using the Balanced Scorecard approach.

Because of the non-availability of ABC-C on line during the summer TSP open season, staff in the Pacific CPOC had to process open season election changes manually. Of the region-wide 2240 changes, 954 (43%) were completed at the CPOC.

The Pacific CPOC revised The Managing the Civilian Workforce training course (former Supervisory Training, 41B).

Korea**Staffing Quality and Timeliness.**

The Korea CPOC closed 4365 recruit/fill actions in FY01. Their

average fill time for the year was 40.9 days. In FY00 they closed 2912 actions with an average of 83.6 days.

Classification. The Korea CPOC processed 3702 routine actions in an average of 2.9 days and 673 non-routine actions in 9.6 days in FY01. In FY00 they processed 6085 routine actions in 5.7 days and 1366 non-routine actions in 11.9 days.

Workforce Sizing. The Korea CPOC completed 14 reorganizations and realignments, 0 A-76 studies, and 89 RIFs in FY01. In FY00 they completed 14 reorganizations, 0 A-76 studies, and 182 RIFs.

Pay Management. The Korea CPOC resolved 53 out of 73 pay problems in the pay period received in FY01. In FY00 they resolved 43 out of 82 problems in the same pay period.

Training. The Korea CPOC conducted 51 classes and trained 1250 employees in FY01. In FY00 they conducted 53 classes and trained 1273 employees.

Awards. In FY01 the Korea CPOC processed 75 monetary awards totaling \$450,136 and 168 non-monetary awards. In FY00 they processed 226 monetary awards totaling \$334,766 and 143 non-monetary awards.

Cancellations and Corrections. The Korea CPOC cancelled or withdrew 125 actions in FY01 as compared to 150 cancellations in FY00.

Automation. The Korea CPOC implemented Resumix 5.3.

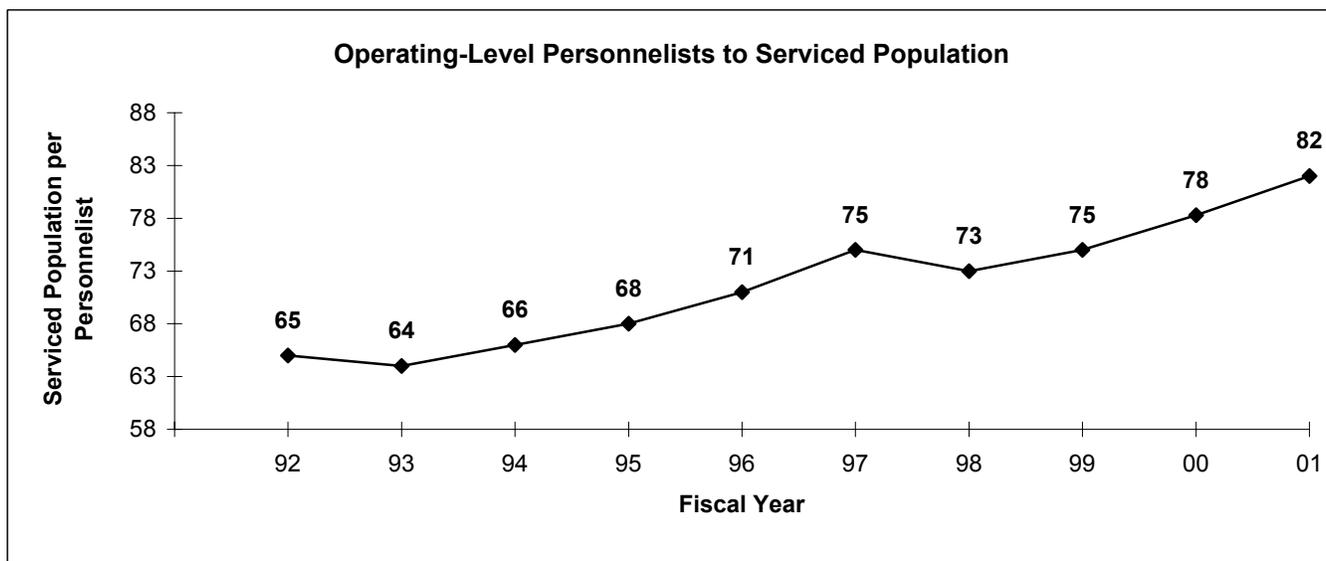
Deployment of the modern DCPDS, originally scheduled for July 2001, was delayed and re-scheduled for October 2001.



Cost/Efficiency

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

Objective: OSD Goal is 1:88 for FY02



Source: 1738 Report for FY 91-96; CivPro for FY97-98; CivPro for FY99-00 serviced population, SAMR-CP-PSR for FY99-01 personnelists

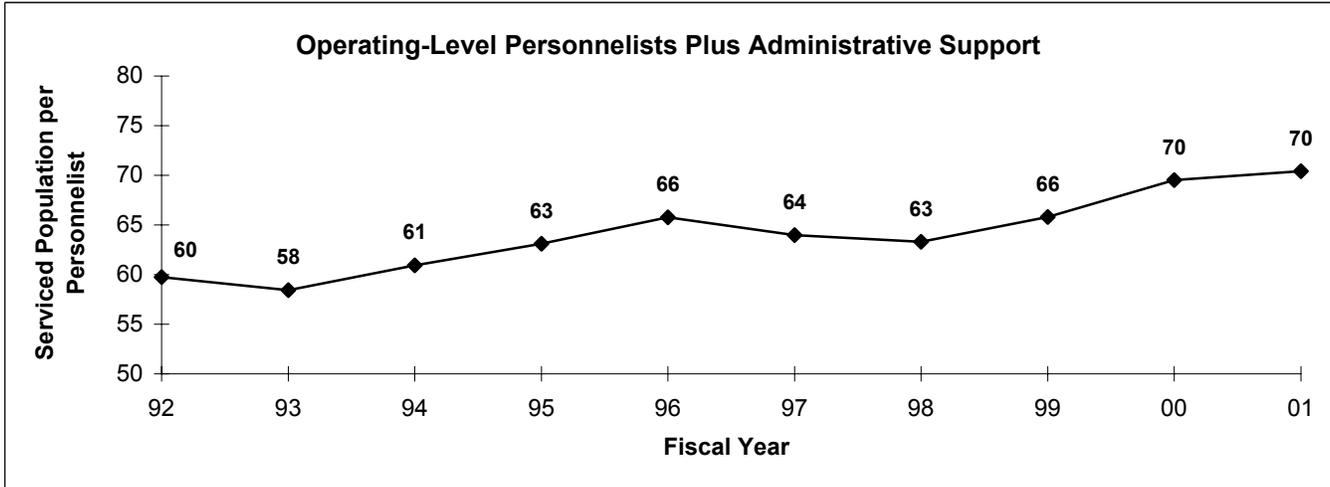
Fiscal Year	92	93	94	95	96	97	98	99	00	01
Serviced Population	349,457	308,131	288,703	274,971	266,527	249,027	238,970	230,862	227,876	225,937
Personnelists	5,342	4,785	4,371	4,039	3,745	3,387	3,263	3,094	2,909	2,752

Analysis:

- The servicing ratio increased in FY01. The number of personnelists decreased by 5.4% in FY01 while the serviced population decreased by less than 1%. Although the servicing ratio has increased since FY98, the ratio must increase at a much faster rate to meet the FY02 objective.
- The switch from CivPro to SAMR-CP-PSR for the count of operating-level personnelists did not have a significant affect on the data. The SAMR-CP-PSR data is considered more accurate and is reported to DOD.
- "Operating-level" is identified as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

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

Objective: 1:80 for FY02



Source: 1738 Report for FY 90-96; CivPro for FY97-98; CivPro for FY99-00 serviced population, SAMR-CP-PSR for FY99-01 personnelists & administrative support

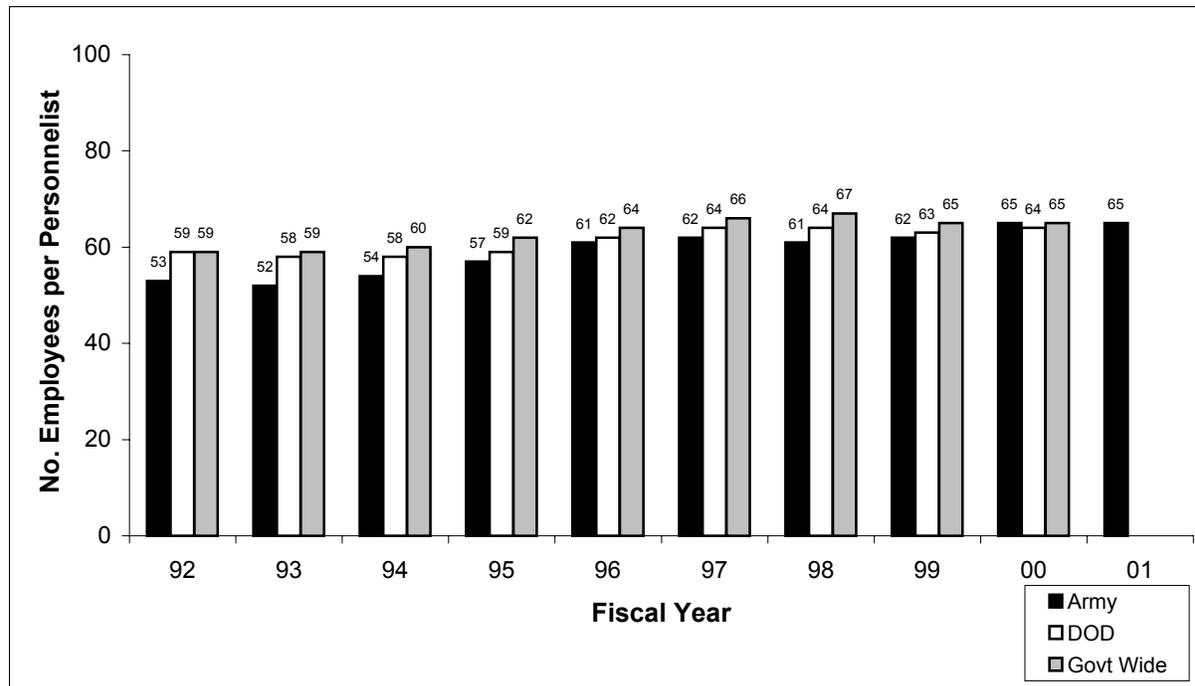
Fiscal Year	92	93	94	95	96	97	98	99	00	01
Serviced Population	349,457	308,131	288,703	274,971	266,527	249,027	238,970	230,862	227,876	225,937
Personnelists	5342	4785	4371	4039	3745	3,387	3,263	3,094	2,909	2,752
Administrative Support	507	488	368	318	307	505	512	414	369	456
Total Operating Level	5,849	5,273	4,739	4,357	4,052	3,892	3,775	3,508	3,278	3,208

Analysis:

- The servicing ratio stayed the same in FY01. Between FY92-93, the serviced population decreased faster than the personnel population, resulting in a lower servicing ratio. The trend then reversed for three years until FY96. The drop in FY97-98 is attributable to an increase in administrative support and not meeting the planned reduction in number for personnelists. The increase in administrative support was due to CPOCs' need for automation and management support services. The failure to meet the planned reduction in personnelists is mainly due to MACOMs not drawing down CPAC staffs as directed. In FY01, serviced population dropped less than 1%, while personnelists dropped 5.4%, and administrative support increased 24%. The personnelist and administrative support population levels must drop at a faster rate relative to the serviced population to meet the FY02 objective.
- The switch from CivPro to SAMR-CP-PSR for the count of operating-level personnelists & administrative support in FY99-01 did not have a significant affect on the data.
- "Operating-level" is defined as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

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

Objective: None Established



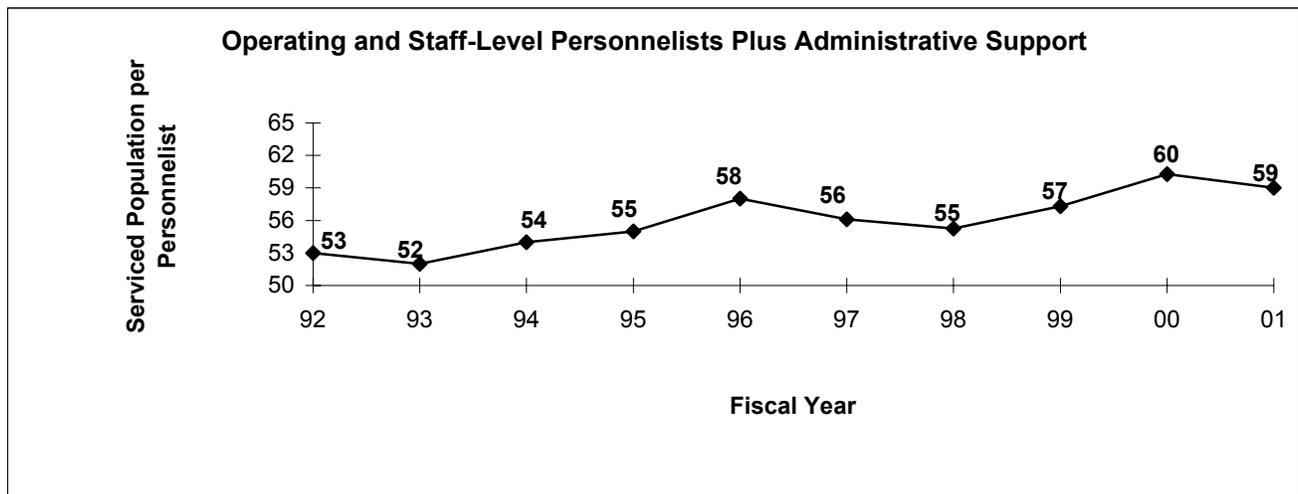
Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- This indicator is included because OPM uses it to track Agency performance. For this indicator, "Personnelists" are defined as all US-citizen employees (staff and operating) in series 201, 203, 212, 221, 230, 233, and 235. OPM defines work force as all Army appropriated fund US-citizen employees.
- Between FY92 and FY98, servicing ratio increased about the same amount for all three groups, with Army increasing from 53 employees per personnelist in FY92 to 61 in FY98. In FY99 Army began to increase at a faster rate. By FY00, Army passed the DOD rate and was equal to other government agencies.
- In FY01, the Army ratio remained at 1:65. FY01 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A1, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

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

Objective: None Established



Source: 1738 Report for FY 90-96; CivPro for FY97-98; CivPro for FY99-01 serviced population, SAMR-CP-PSR for FY99-01 personnelists & administrative support

Fiscal Year	92	93	94	95	96	97	98	99	00	01
Serviced Population	349,457	308,131	288,703	274,971	266,527	249,027	238,970	230,862	227,876	225,937
Operating Level	5,849	5,273	4,739	4,357	4,052	3,892	3,775	3,508	3,278	3,208
Staff Level (200-series only)	704	647	579	636	572	547	551	521	502	637
Totals	6,553	5,920	5,318	4,993	4,624	4,439	4,326	4,029	3,780	3,845

Analysis:

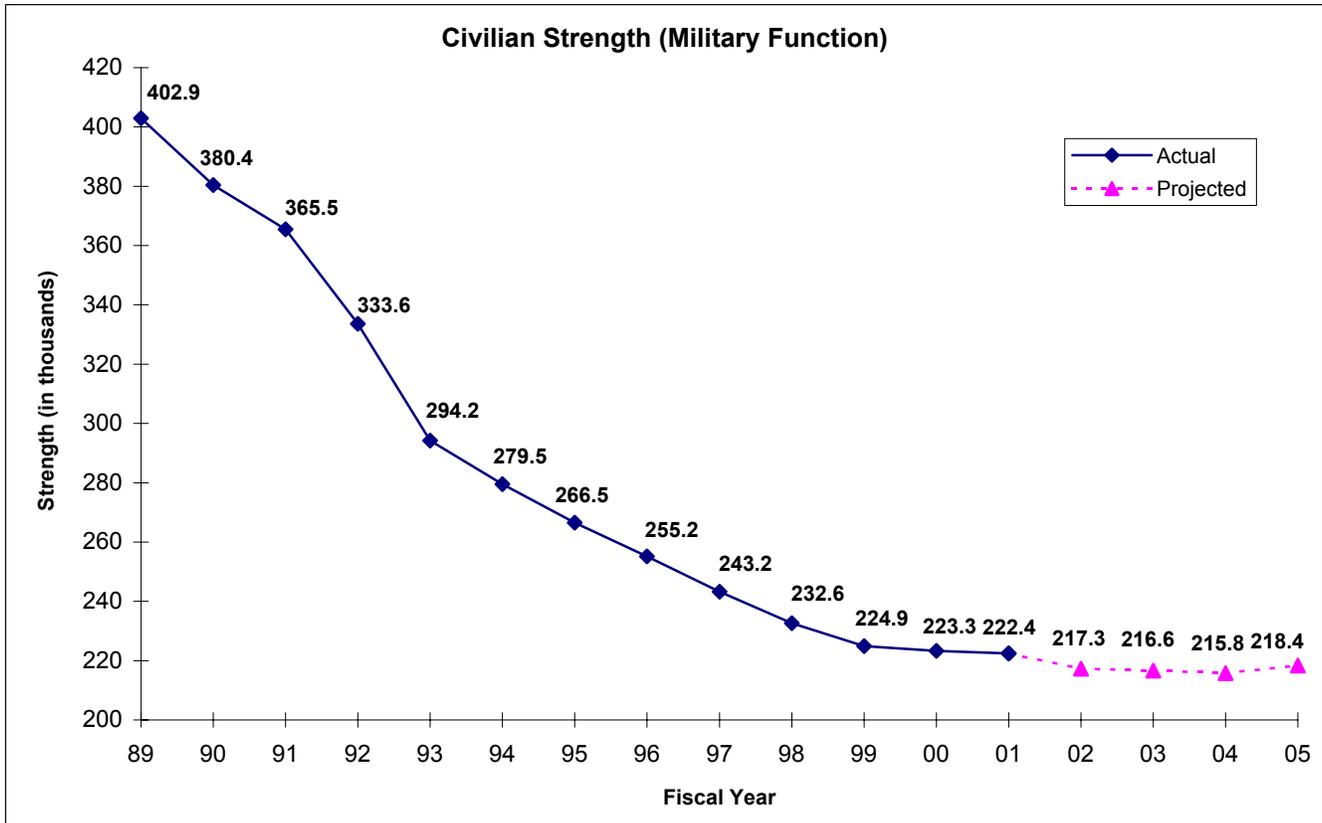
- The servicing ratio decreased slightly in FY01. The serviced population dropped less than 1%, while the operating-level dropped 2%. However, the 27% increase in staff caused the decrease in service ratio.

- This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "Administrative support" includes all other series listed in operating offices except for series 204, 205, 260, and 544. Administrative support in staff offices are not included because historical 1738 reports did not contain the data. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-5. Civilian Strength

Objective: 217.6K for FY01

Assessment: Not Met



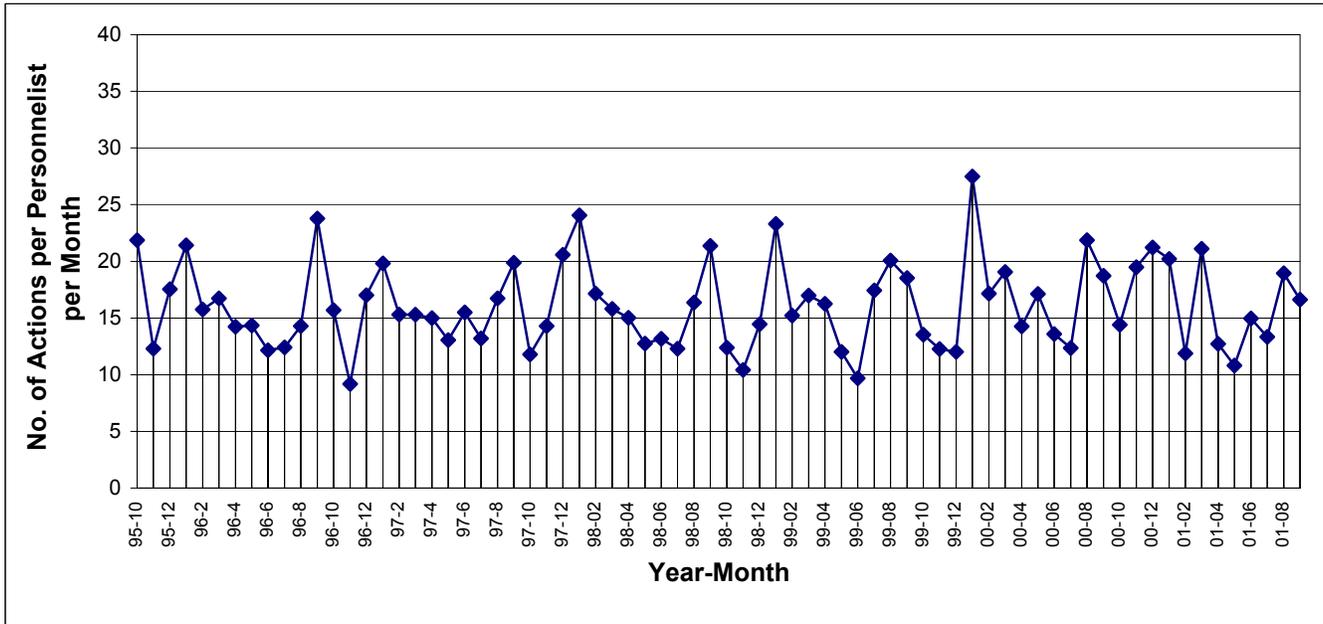
Source: SF113A Report and Supplements (Actual), FY03-04 President's Position (projections).

Analysis:

- The objective was not met. Actual FY01 civilian strength, at 222,381 civilians, was 4741 above the target number of 217,640 civilians.
- Civilian strength is defined as appropriated fund, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-01 numbers represent on-board strength at the end of the fiscal year. FY02-05 numbers represent programmed strength, not full-time equivalents (FTEs).
- See Appendix, p. A2, for MACOM strength data.

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

Objective: None Established



Source: CPOC Productivity Report (CivPro)

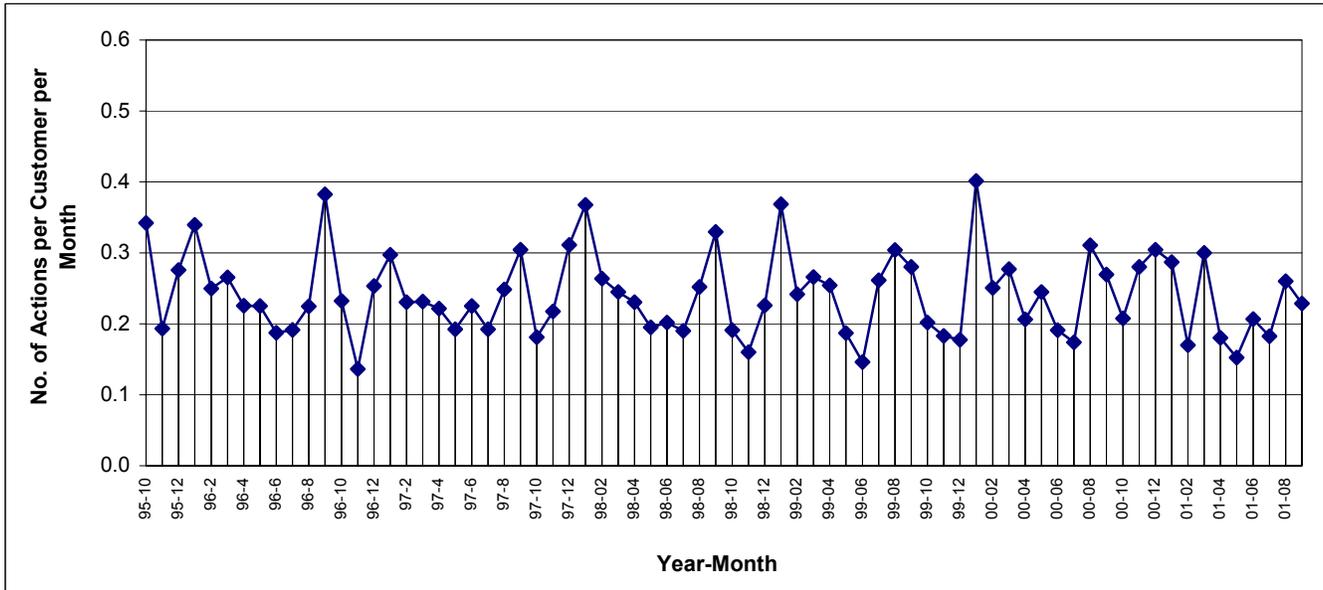
Fiscal Year	96	97	98	99	00	01
No. Actions per Mo.	16.4	15.5	16.2	15.5	16.6	16.3

Analysis:

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

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

Objective: None Established



Source: CPOC Productivity Report (CivPro)

Fiscal Year	96	97	98	99	00	01
No. Actions per Mo.	0.26	0.23	0.25	0.24	0.24	0.23

Analysis:

- Production per serviced customer has been stable over the past six years, with FY averages ranging between .23 - .26 actions per month. As in indicator 1-6, the major monthly fluctuations are the peaks due to performance appraisals and awards.
- Production per serviced customer is defined as the number of personnel actions entered into ACPERS divided by the serviced population. "Serviced population" is defined as military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard Bureau (Title 32) employees. The chart includes all personnel actions in ACPERS: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) which are excluded because data are available only back to August 1996. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) which are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN, LN, OTH are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

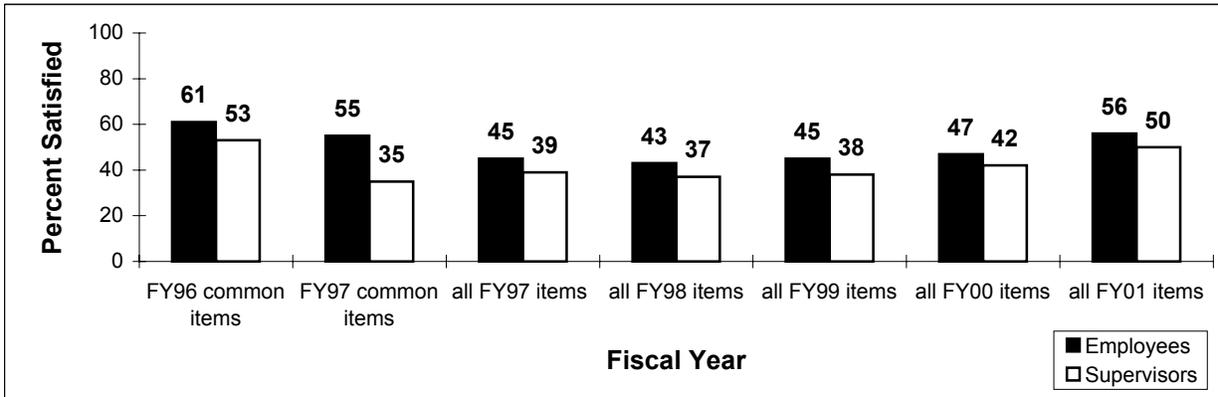


CPA Effectiveness

2-1. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

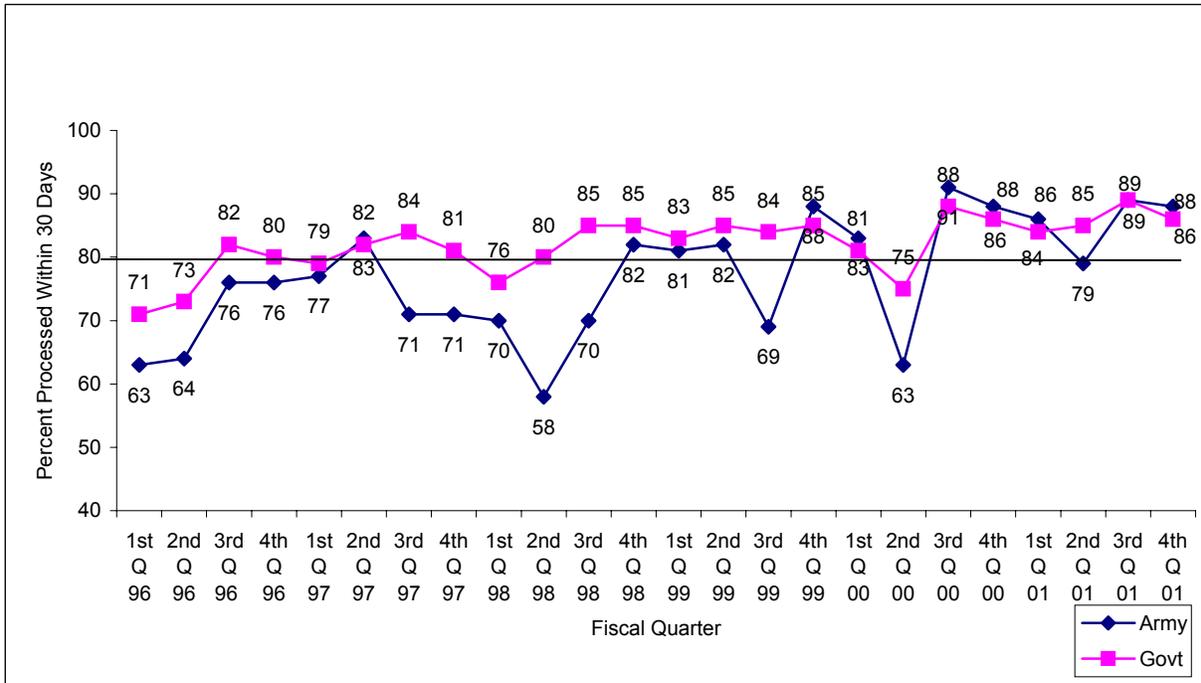
Analysis:

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

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

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

Assessment: Met



Source: OPM "Aging of Separation" report

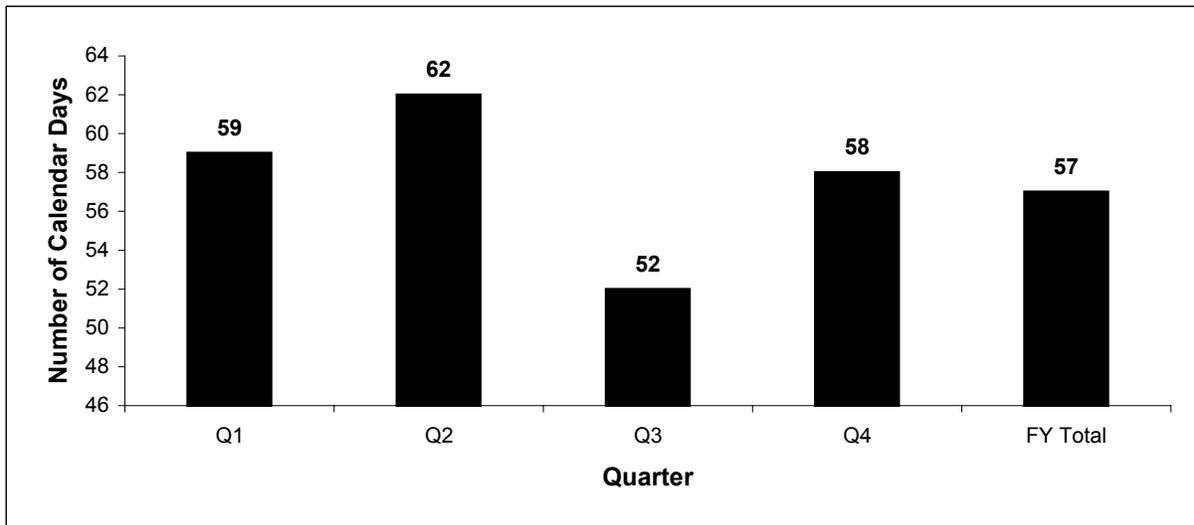
Analysis:

- Army met its objective in FY01. The OPM Congressionally-mandated timeliness standard requires that 80% of all retirement, refund and death claims be received by OPM within 30 days of separation. Army's weighted average (the quarterly percents shown above are weighted by the number of actions per quarter) was 81% for FY01. Army met or exceeded the government-wide average 3 out of 4 quarters for the year. Army achieved its highest rate in the 3rd quarter (89%).
- The above figures are based on the total number of retirement, death and refund claims submitted by Army employees.

2-3. Average Number of Days to Fill Positions

Objective: 60 Calendar Days

Assessment: Met



Source: CivPro

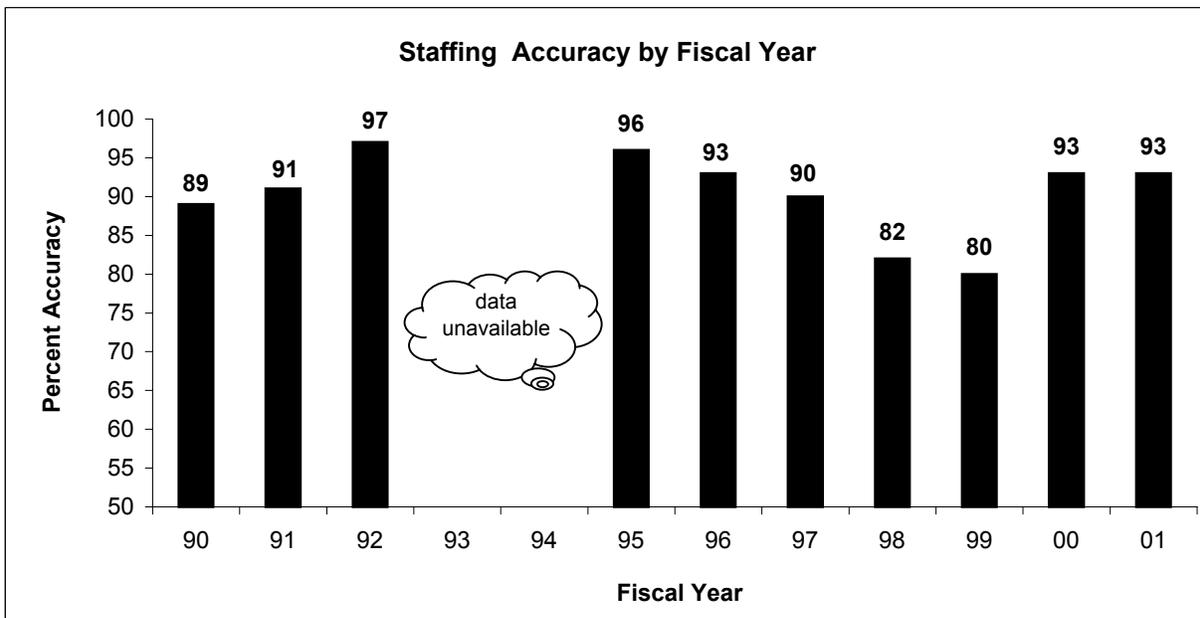
Analysis:

- For FY01 HQDA established an objective of 60 calendar days. The FY Total is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.
- This indicator tracks fill time from receipt of the Request for Personnel Action (RPA) in the personnel community (CPAC, CPOC, or CPO) until the date the offer is accepted. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies. It does not include career ladder promotions or reassignment actions that merely represent a change in duties.
- Performance improved for FY01 by an average of 8 days from FY00. The FY01 objective of 60 calendar days was met.
- See Appendix, p. A11, for region breakout.

2-4. Staffing - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

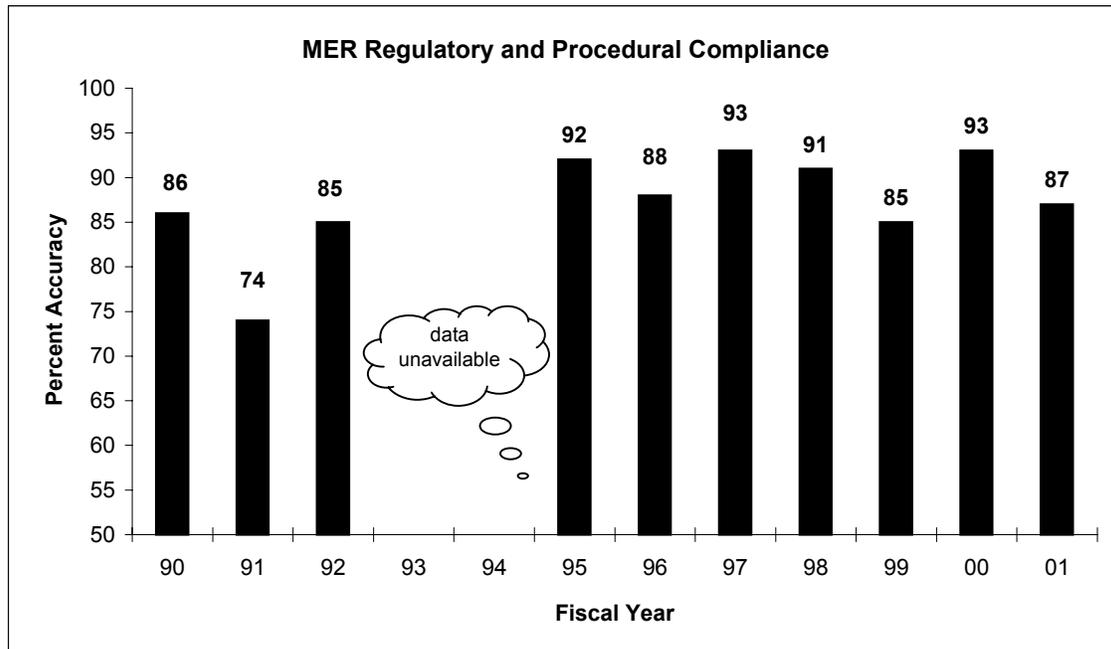
Analysis:

- Army met its objective of 90% accuracy. Note that the number of staffing actions reviewed in FY99 (100 at one region), FY00 (200 at two regions), and FY01 (146 at one region) are smaller than previous years.
- USACPEA attributes the relatively low FY98 and FY99 compliance rates to the loss of experienced personnel and to the limited improvements in operations and practices in the regional Staffing Services Divisions. FY00 and FY01 indicate improvement in operations and practice. USACPEA is providing organizations the opportunity to present additional information, documentation, and/or clarification.
- See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A12 for individual on-site review information.
- Staffing regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed government-wide standards in the areas of appointments, promotions and internal placements (including reassignments, changes to lower grade, transfers, details and position changes during a period of grade or pay retention).

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

Objective: Not Less than 90% Accuracy

Assessment: Not Met



Source: USACPEA survey reports

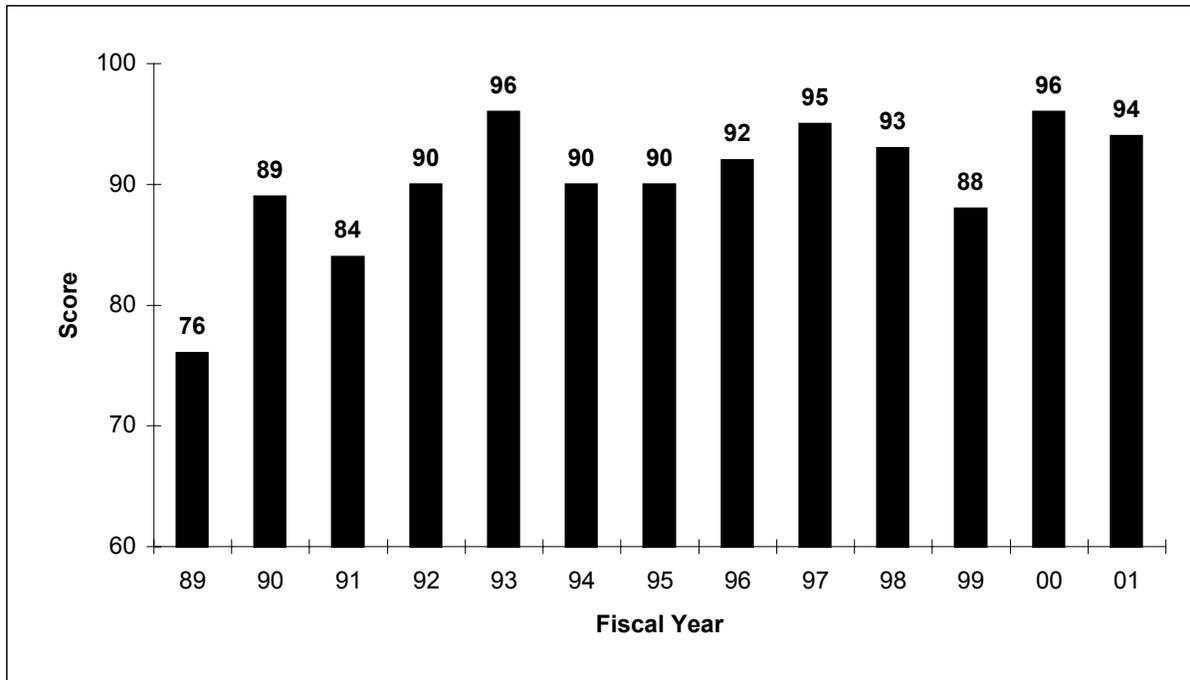
Analysis:

- Army did not meet its objective of 90% accuracy. In FY01, USACPEA audited 387 actions at eleven CPACs for an overall compliance rate of 87%. Five of the eleven CPACs had 90% or better compliance.
- Compliance fell below the 90% level in the area of incentive awards. USACPEA audited 246 awards and found 40 errors for a compliance rate of 84%. The most common errors were failure to properly document tangible/intangible benefit determinations for award amounts and inappropriate award approvals with lack of justification.
- Compliance was at 91% in the area of disciplinary/adverse actions. USACPEA audited 141 actions and found 12 errors. The most common deficiencies were failure to inform employees of their appeal rights, not including mandatory language in letters of reprimand, and not maintaining copies of employee's replies.
- See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A13, for individual on-site review information.
- Management-Employee Relations regulatory and procedural compliance is determined by conformance with requirements of law, regulation, and prescribed Government-wide standards in the areas of awards (quality-step increases, on-the-spot, special act/service, and performance) and adverse/disciplinary actions (removals for cause, conduct-related involuntary reductions in grade or pay, performance-based actions, suspensions, reprimands, and denial of within-grade increases).

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

Objective: Score of at Least 96 (OPM Standard)

Assessment: Not Met



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

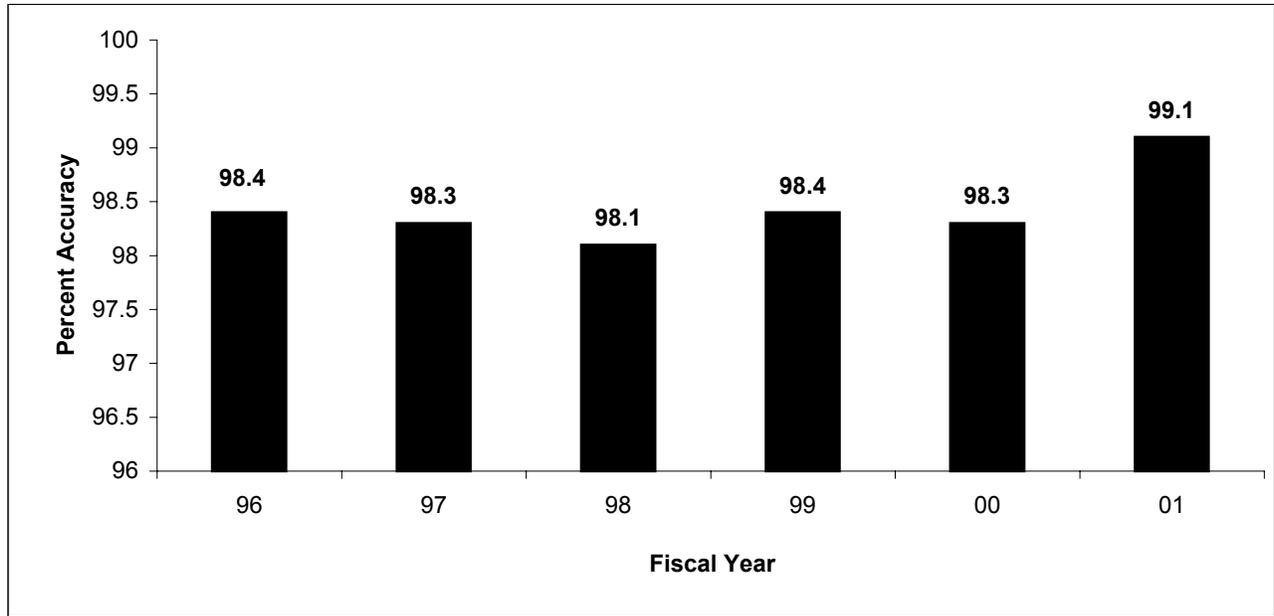
Analysis:

- Army did not meet OPM's quality composite standard for FY01.
- The score displayed is a composite of seven items: (1) days to submit, (2) percent of records with valid data in the most used fields, (3) number of data elements valid on 99% of records, (4) percent of records without errors (status file), (5) percent CPDF record count compared to SF113A count, (6) percent of records timely, (7) percent of records without errors (dynamics file). See Appendix, p. A14, for OPM standards and Army performance on the individual items.
- OPM reports accuracy for quarterly periods. Fiscal year data presented above are averages of data for four quarters. The FY01 score represents only the first two quarters; third and fourth quarter data were not available at the time of publication. The *FY00 Annual Evaluation* contained data on only the first two quarters of FY00. Updating that with data from the last two quarters, the FY00 score raised from 95 to 96, which met the objective in FY00.

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

Objective: At least 98% Accuracy

Assessment: Met



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

Analysis:

- Army met its objective of 98% accuracy for FY01.
- The Quality Control Report covers appropriated fund, U.S. citizens only. It is provided to the field (based on personnel office identifier) on a quarterly basis. Although summary data are presented here, the report identifies individual errors to the field. The report has two limitations -- it covers a subset of Defense Civilian Personnel Data System data fields and checks for field completion and a specified range of values only. Data errors not covered in this report are known to exist.
- The report has been in production for years. Unfortunately, copies of the pre-FY96 reports were not retained.

2-8. DCPDS Data Quality

Objective: Not Less than 97% Accuracy

Assessment: Met

Item Reviewed	# Items Reviewed	# Items Accurate	% Accuracy
Employee Name	75	74	99%
Social Security Number	75	74	99%
Employee Tenure	75	75	100%
Appointment Type	75	75	100%
Retirement System	75	73	97%
Federal Employee Retirement System Coverage	75	73	97%
Veterans Preference	75	71	95%
Performance Rating Level	75	72	96%
Performance Rating Date	75	66	88%
Service Computation Date (SCD) - Leave	75	71	95%
Position Description No. & Shred	75	75	100%
Pay Plan	75	75	100%
Pay Grade	75	75	100%
Pay Step	75	75	100%
Base Salary	75	75	100%
Locality Adjustment	75	75	100%
Pay Basis	75	75	100%
Pay Rate Determinant	75	75	100%
Within Grade Increase Due Date	75	73	97%
Product Distribution Flag	75	75	100%
Payroll Interface Flag	75	75	100%
Key/Emergency Essential Employee	75	75	100%
Key/Emergency Essential Position	75	75	100%
Supervisory Level	75	75	100%
TOTAL	1,800	1,772	98%

Source: USACPEA survey reports

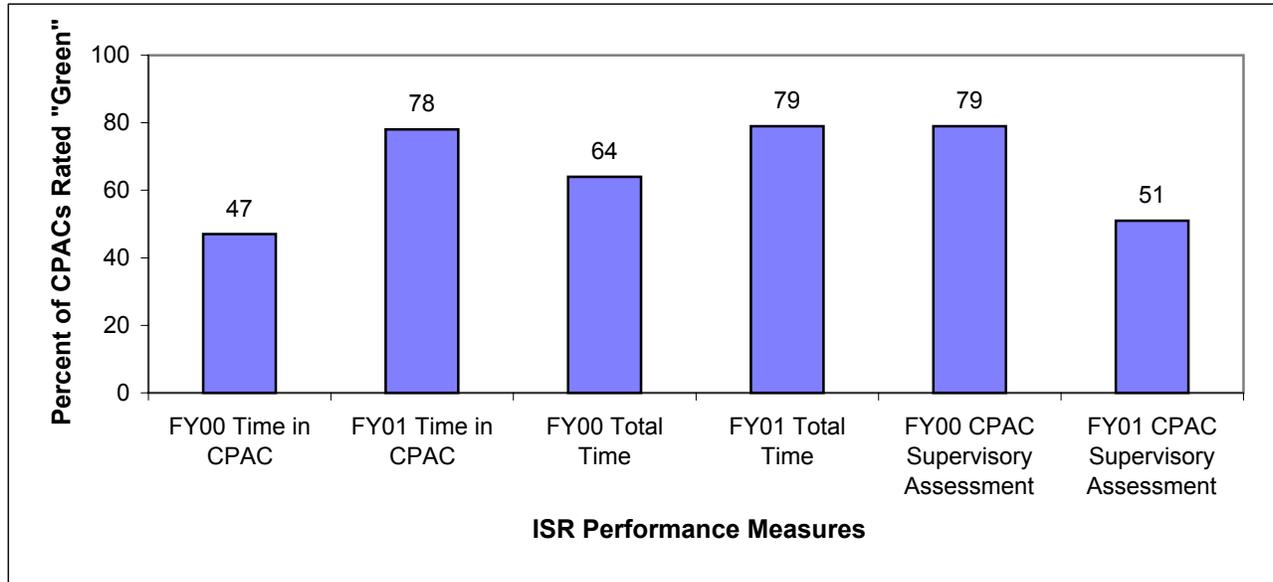
Analysis:

- The objective was met - data accuracy averaged over 98%. As shown above, all but four of the 24 individual data elements met the objective. Note that the FY01 sample represents only the Southeast CPOC.
- Data accuracy is defined as the "value" in the official personnel folder (OPF) being the same as that in the Defense Civilian Personnel Data System (DCPDS). No historical data are presented because the methodology has changed (i.e., earlier reviews were against HQ ACPERS data and some of the items reviewed have changed).
- USACPEA attributes the errors to lack of initial audits when OPFs were brought into the CPOC during regionalization. While current procedures cause an audit of an OPF upon arrival, the OPFs brought into the CPOC during regionalization were not audited due to the volume involved.

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

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

Assessment: Met for CPAC Time, Total Time, and CPAC Assessment



Source: HQDA (SAMR-CP-PL)

Analysis:

- The Installation Status Report, developed by the Assistant Chief of Staff for Installation Management, is a tool for viewing the readiness of Army installation infrastructure, environment, and services. CPAC performance is reported to ACSIM as part of the report. Results are compared to "red-green-amber" performance standards.
- CPAC performance measures and standards for FY00 are (1) time in CPAC to process recruit/fill actions (**green** = 7 calendar days or less, amber = 8 to 12 calendar days, red = 13 calendar days or more), (2) total time to fill (from receipt of action in CPOC/CPAC to date job offer accepted) (**green** = 71 calendar days or less, amber = 72 to 80 calendar days, red = 81 calendar days or more), and (3) supervisor assessment of CPAC performance (**green** = 3.25 rating or higher, amber = 2.00 to 3.24, red = 1.00 to 1.99). The second performance measure, total time to fill, is shown in the Installation Status Report but not counted because it covers the total fill process, not just the CPAC part.
- Overall FY01 Army results: average time in CPAC for a recruit/fill action = 7.34 days (amber); average total time for the recruit/fill action = 57.37 days (green); average supervisor CPAC assessment (customer satisfaction) = 3.27 (green). This compares to FY00 results as follows: CPAC time = 11.14 days, total time = 65 days, and CPAC assessment = 3.44.
- A substantial portion of the total time to fill jobs belongs to management. They held referral lists an average of 13.67 out of the 57.37 days.
- The FY01 CPAC assessment results were taken from the FY01 Army Civilian Attitude Survey. As such it is not a pure measure of supervisory CPAC attitudes because (1) the items did not distinguish between the CPAC and the CPOC, and (2) military supervisors did not participate. It is very likely that the FY01 results underestimate true supervisor CPAC customer service perceptions.
- See Appendix, p. A15, for MACOM results.

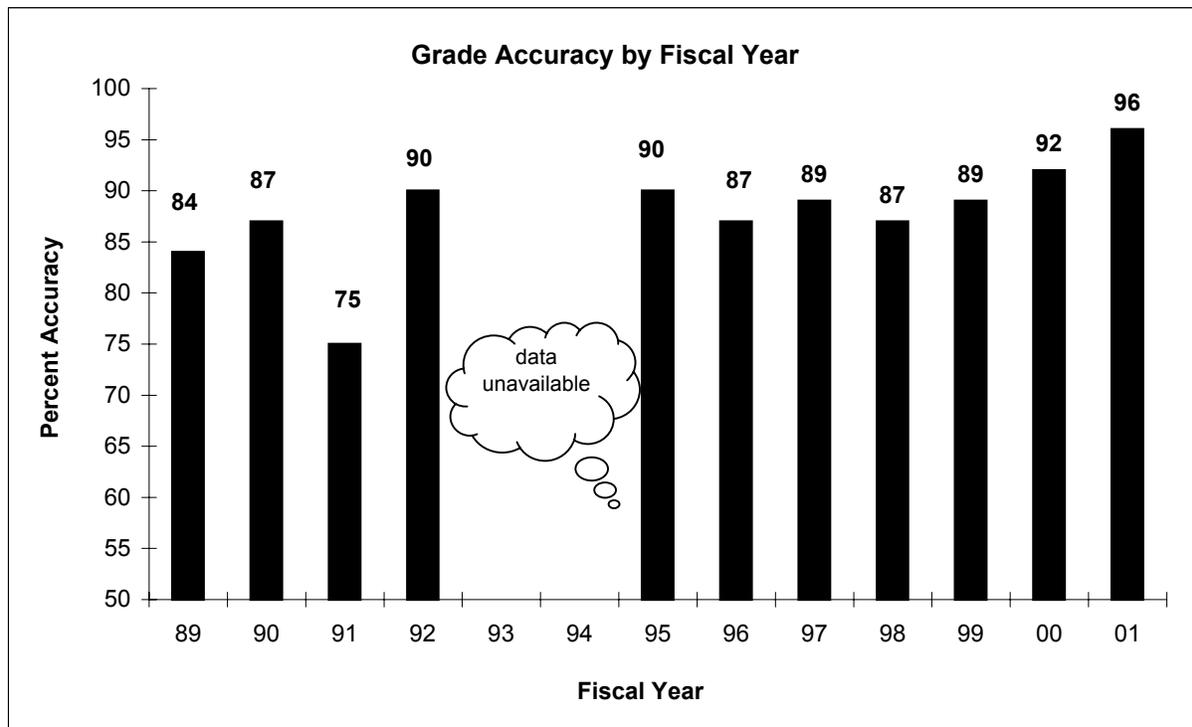


CPM Effectiveness

3-1. Grade Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Met



Source: USACPEA survey reports

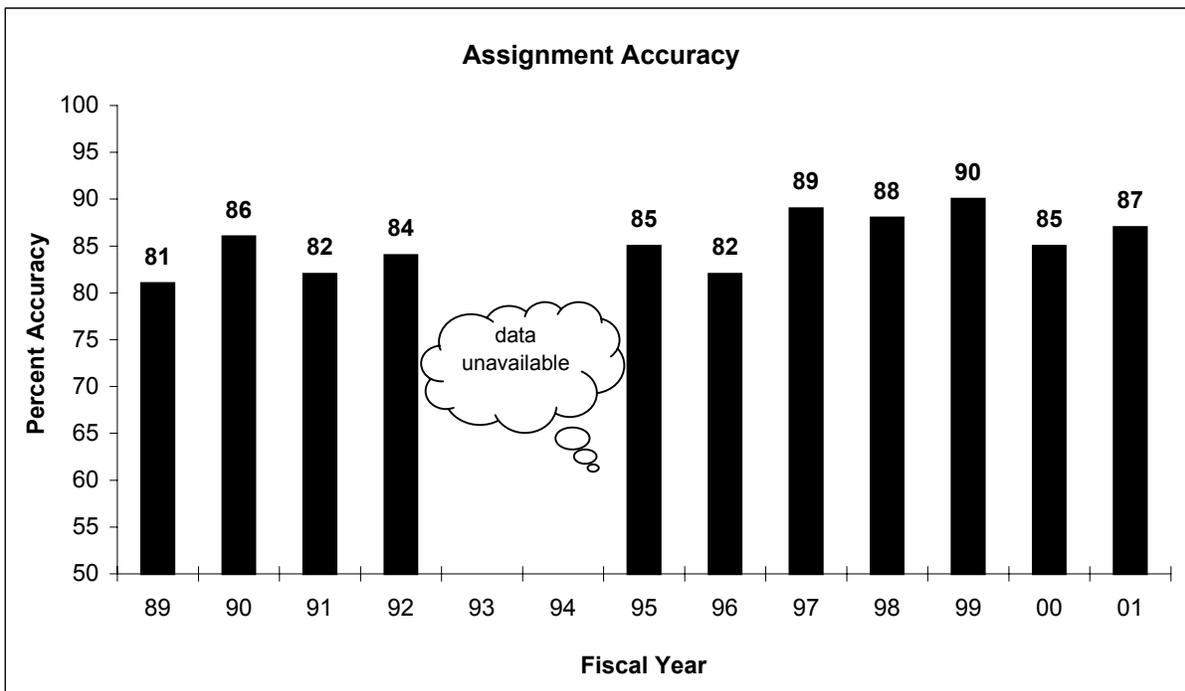
Analysis:

- Army met its objective of 90% accuracy. In FY01 all eleven sites surveyed met the objective.
- See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A16, for individual on-site review information.
- Grade accuracy is determined by the percentage of positions found to be correctly graded in accordance with OPM classification standards.

3-2. Assignment Accuracy

Objective: Not Less than 90% Accuracy

Assessment: Not Met



Source: USACPEA survey reports

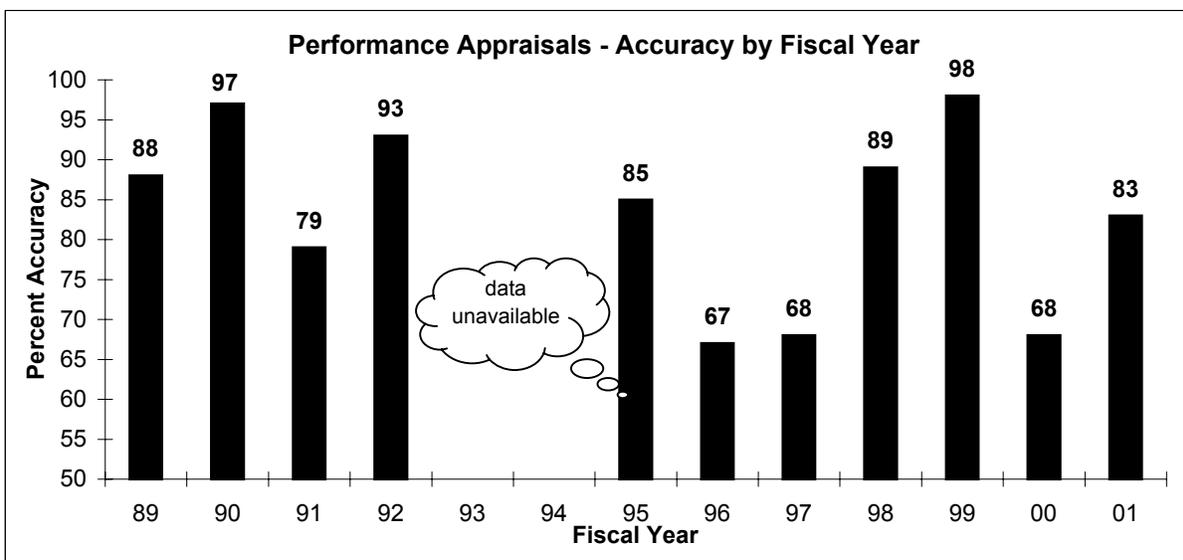
Analysis:

- Army did not meet its goal of 90% accuracy. Only five of the eleven individual sites surveyed met the objective.
- See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A17, for individual on-site review information.
- Assignment accuracy is determined by the percent of position descriptions that accurately report the major duties being performed by the incumbent. Inaccuracies could include major duties in the official job description that are not being performed, as well as major duties being performed that are not reflected in the official job description.

3-3. Performance Appraisals - Regulatory and Procedural Compliance

Objective: Not Less than 90% Accuracy

Assessment: Not Met



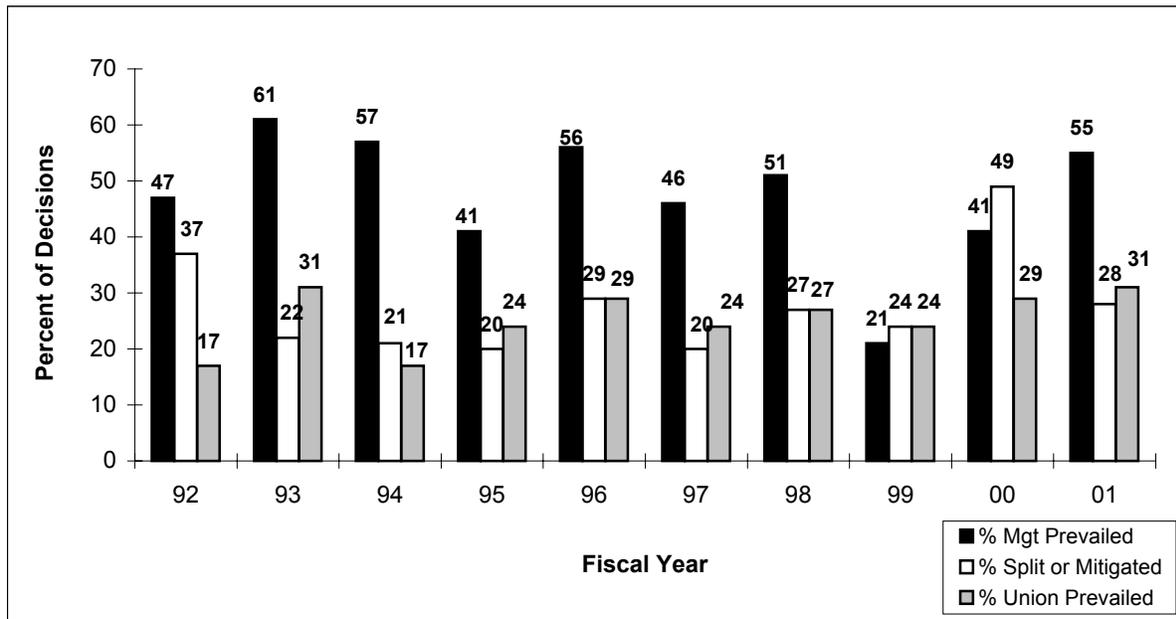
Source: USACPEA survey reports

Analysis:

- This chart shows compliance for two different performance appraisal systems - the Performance Management and Recognition System (PMRS; FY89-92 data) and the Total Army Performance Evaluation System (TAPES; FY95-01 data).
- Army did not meet its goal of 90% accuracy. Only five of eleven individual sites surveyed met the objective.
- The deficiencies included failure to keep employee rating files current, failure to rate individual objectives, and failure to authenticate performance plans. The decision to discontinue recognizing failures to document midterm counselings as regulatory violations very likely caused the increase in regulatory compliance. Is the improvement real?
- See pages ii and iii for a discussion of sampling and generalizability of USACPEA results. See Appendix, p. A18, for individual on-site review information.
- The FY98-01 performance appraisal compliance rate for TAPES is based on (1) appropriate completion of counseling checklist/support form, (2) rating of individual objectives, (3) rating period of at least 120 days, (4) signature(s) of rater/senior rater, (5) proper summary rating of record, and (6) inclusion of EEO/Affirmative Action and Supervision/Leadership objectives on supervisory rating forms.

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

Objective: None Established



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

Number of Decisions

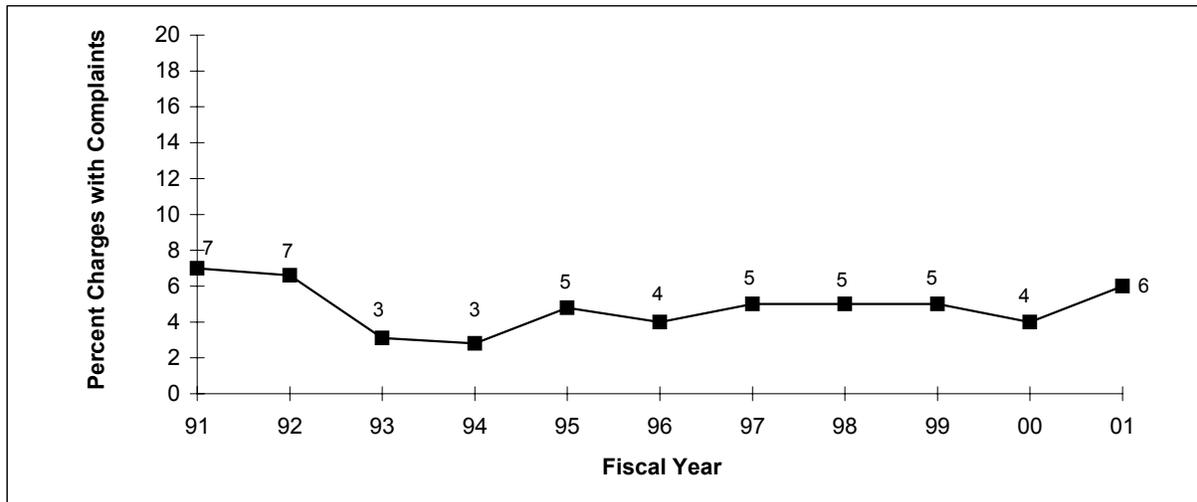
Fiscal Year	92	93	94	95	96	97	98	99	00	01
Management Prevailed	83	81	60	38	37	36	19	12	22	24
Split or Mitigated	38	28	21	27	13	21	9	27	15	8
Union Prevailed	55	23	25	27	16	21	9	16	17	12

Analysis:

- Between FY92-98 and for FY00-01, approximately half of the decisions favored management, one quarter favored the union and one quarter were split or mitigated. FY99 was an anomaly with half of the decisions split or mitigated, and approximately one quarter favoring management and one quarter favoring the union.
- See Appendix, p. A19, for FY01 MACOM data.

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

Objective: None Established



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

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

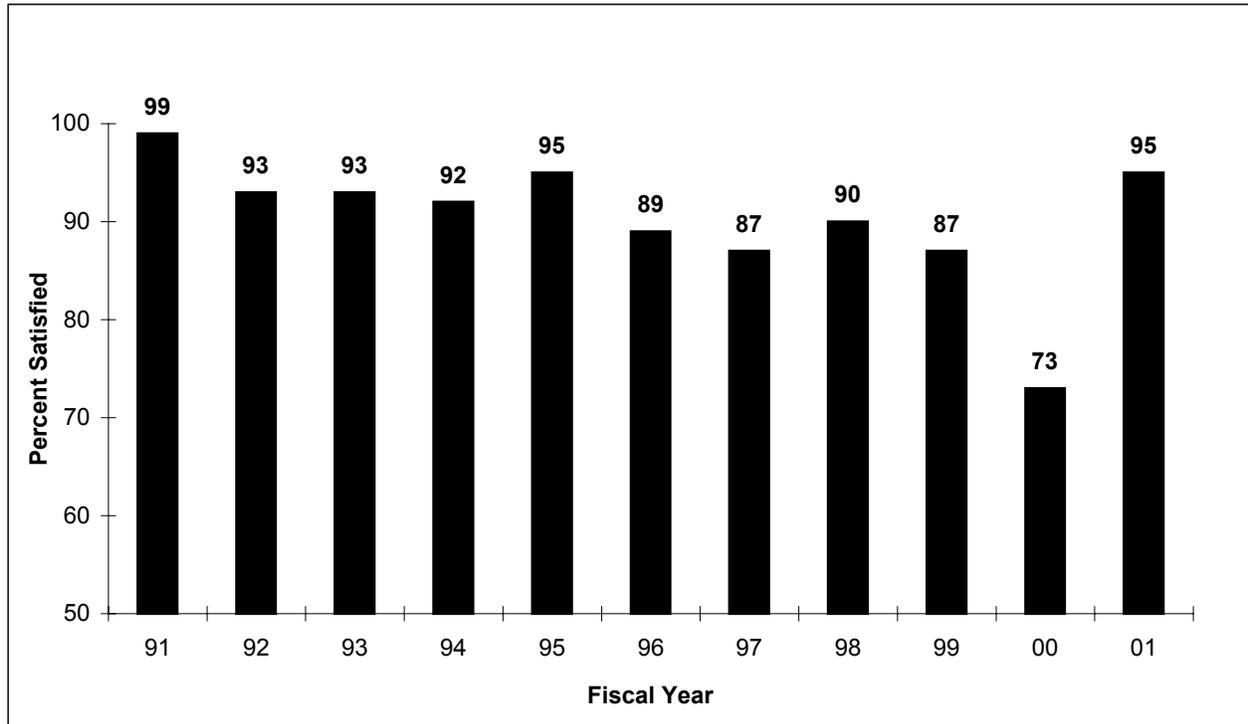
Analysis:

- For FY01, the percent of ULP charges filed by unions, for which complaints were issued by the FLRA, increased slightly over recent years. The reason for the rate increase is that the charges significantly decreased while the number of complaints decreased only slightly. The number of charges filed and complaints issued in FY01 are down, following an increase in FY00. Two MACOMs, U.S. Army Reserve Command and U.S. Army Corps of Engineers, accounted for approximately 45% of the ULP charges in Army.
- See Appendix, p. A20, for FY01 MACOM data.

3-6. Classification Appeals - Percent Army Sustained

Objective: Not less than 90% OSD and OPM Sustainment

Assessment: Met



Source: HQDA (SAMR-CPP)

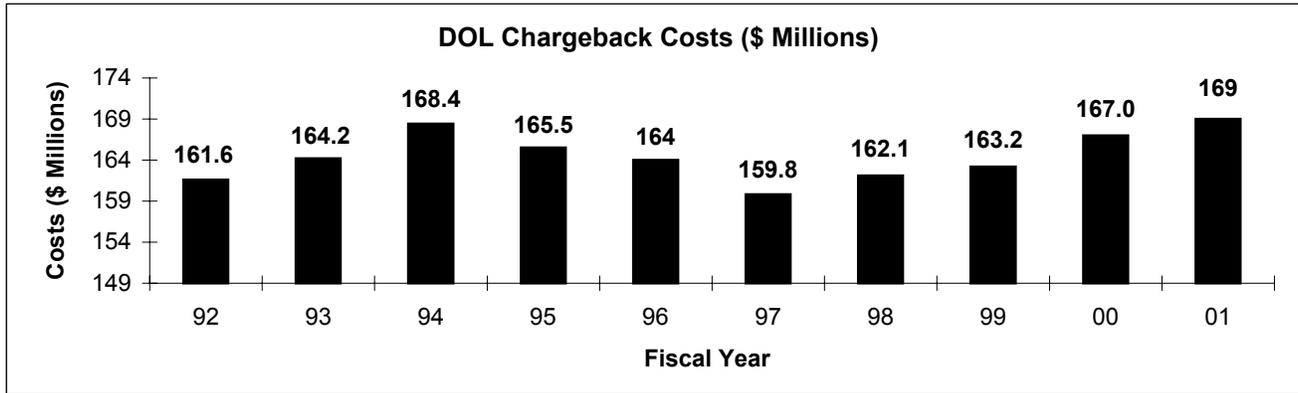
Fiscal Year	91	92	93	94	95	96	97	98	99	00	01
Total Appeals	135	134	140	144	129	91	68	110	39	26	20
Sustained	133	124	130	133	122	81	59	99	34	19	19

Analysis:

- Army met its objective of not less than 90% OSD and OPM sustainment.
- The number of appeals continues to decrease dramatically in FY01. The marked increase in percentage sustainments serves to validate the increase in grade accuracy.

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

Objective: None Established



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

Analysis:

- FY01 DOL chargeback costs (workers' compensation) increased by 2 million over FY00, and is .6 million over the FY94 peak. These figures have not been adjusted to account for inflation (i.e., medical inflation and periodic cost-of-living increases). In FY92 dollars, current costs would be much lower.
- Chargeback costs are total fatal, non-fatal, medical and rehabilitation costs.
- See Appendix, p. A21, for MACOM data.

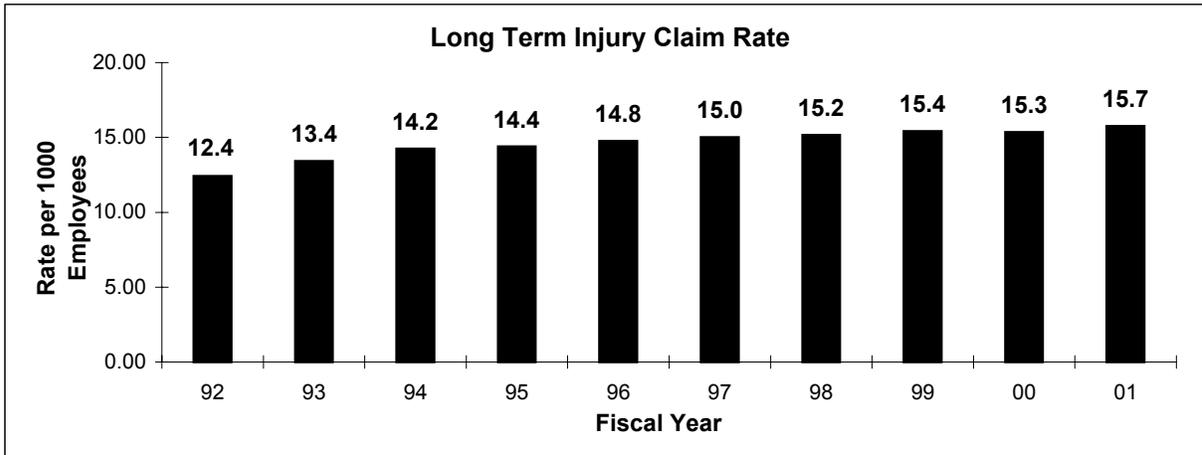
Lost-Time Injury Rate (per 1000 Employees)										
Command	Fiscal Year									
	92	93	94	95	96	97	98	99	00	01
AMC	24.3	24.5	26.8	23.8	21.3	19.2	20.8	17.5	16.8	16.2
FORSCOM	41.3	44.4	39.1	38.4	37.7	36.7	30.7	46.0	31.9	38.4
TRADOC	22.5	29.1	30.1	27.6	29.3	25.9	31.1	31.1	23.4	15.2
USACE	15.2	18.2	19.7	17.6	13.7	14.3	13.8	12.2	9.4	8.8
NGB	35.5	37.3	37.9	36.3	33.3	32.5	31.5	30.2	27.3	14.3
OTHER	NA	NA	NA	NA	18.5	21.5	21.2	9.6	16.2	8.2

U.S. Army Safety Center.

Analysis:

- Army-wide totals are not presented because data on "Other" Commands are not available for all years.
- The injury rate peaked during FY93-94 for most MACOMs. FY01 injury rates declined for all MACOMs. FY01 shows the lowest injury rate for each MACOM except for FORSCOM.
- Injury rate is the number of lost time injuries per 1000 Army civilians.

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



Civilian Resource Conservation Information System.

Analysis:

- Although the number of long term injury claims continues to decline (see Appendix, p. A21), the rate of claims has increased by 3% from FY00. This is because the size of the civilian workforce has declined at a faster rate than the number of long term injury claims. In absolute numbers, the decline in claims is attributed to quality safety programs and reductions in the civilian work force. Downsizing has also had an adverse impact on reemployment of long term cases because there are fewer jobs.
- Long-term injury claims exclude death and permanently disabled cases. Data prior to FY92 are not reported because they are not based on the same definition (i.e., death and permanent disability cases were included).

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

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

Objective: Execute at Least 98% of Obligation Plan

Assessment: Not Met by Most Organizations

FY01 Percent Executed - Dollars and Workyears

CMD CODE	MACOM	EXECUTION	
		Dollars	Workyears
AS	INSCOM	44%	33%
AT	ATEC	49%	45%
CB	CIDC	98%	96%
CE	USACE	89%	79%
E1	USAREUR	84%	60%
FC	FORSCOM	88%	88%
MA	MILITARY ACADEMY	59%	47%
MC	MEDCOM	59%	65%
MP	PERSCOM	94%	83%
MT	MTMC	64%	51%
MW	MDW	28%	22%
P1	USARPAC	38%	25%
P8	EUSA	66%	59%
RC	USAREC	67%	39%
SC	SMDC	31%	23%
SP	USASOC	92%	80%
TC	TRADOC	89%	87%
X1	AMC	85%	90%
SE	USAFMSA	185%	132%
SA	HQDA	123%	86%
CS	SAFETY CENTER	138%	123%
	ARPERSCOM	NA	NA
	FCR TRANSPORTATION	107%	98%
	FCR CIVILIAN PERSONNEL	86%	98%
	FCR LOGISTICS	80%	80%
ARMY WIDE		87%	83%

Source: ASA(M&RA), Central Programs Operations Division, ACTEDS Management Branch (SAMR-CP-CPO)

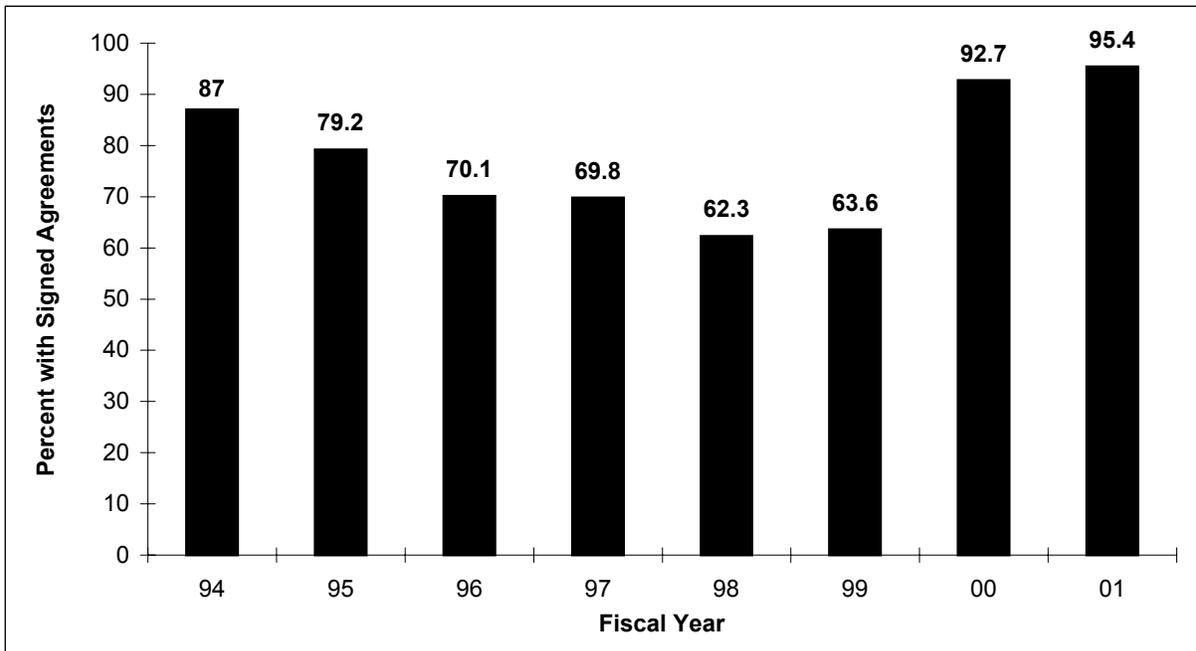
Analysis:

- Hiring freeze in first quarter resulted in under execution.
- Accuracy of command budget estimates was not good, with only 3 of the 24 recipients of FY01 funds meeting the objective for both dollars and workyears.
- In FY01 Army executed 97% of its allocated intern dollars and 79% of its distributed workyears. These percents are higher than those shown above because Army's allocation was below command obligation plan requirements.
- Bolded number indicates that the objective was met.
- See Appendix, pp. A22-23, for FY01 raw data and FY96-01 percentages.

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

Objective: 90% with Signed Agreements

Assessment: Met



Source: HQ ACPERS

Analysis:

- Army met its objective. USAREUR and MTMC fell below the objective by a few employees.
- The population for the above analysis included employees coded as emergency essential (EE) who were also coded as being in EE positions. This population, which required "hits" on both employee and position codes, was considered more "conservative" than one based solely on the employee code. With rare exceptions, all EE employees should be in EE positions. However, in FY01, 710 of 1237 EE employees (57%) were in positions not coded as being EE. Army has two errors to be concerned about - the improper coding of EE positions and the failure to have signed agreements for all EE employees.
- See Appendix, p. A24, for raw data, MACOM data, and the computer codes used.
- Data prior to FY94 are not presented because the EE position codes needed for this analysis did not appear in earlier years.

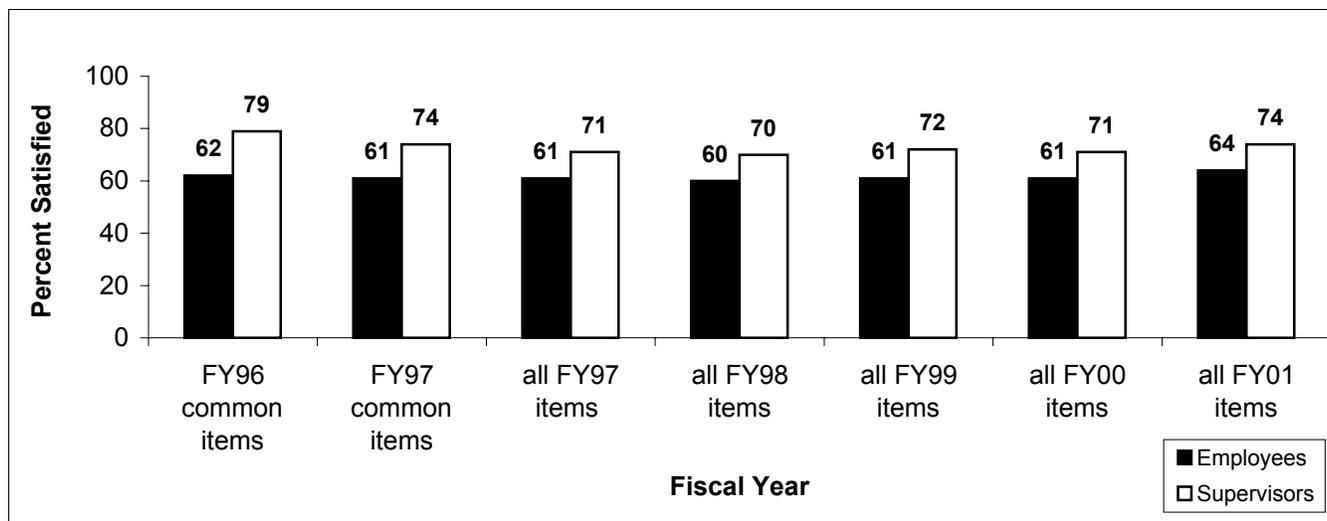


Work Force Morale

4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Not Met



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

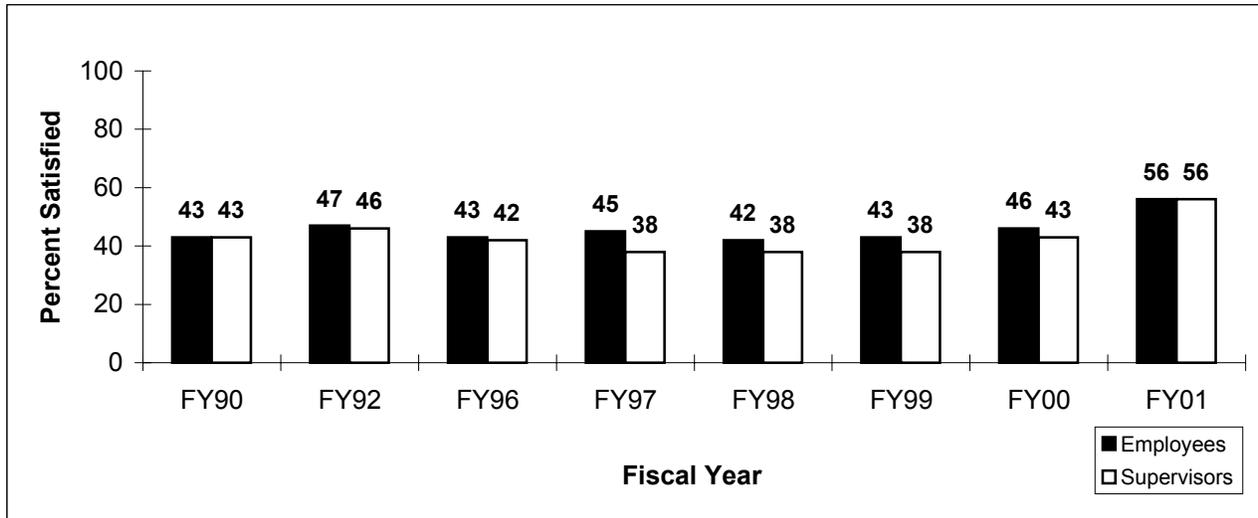
Analysis:

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

4-2. Satisfaction with Career - Recommendation to Others

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met; Supervisors Met



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

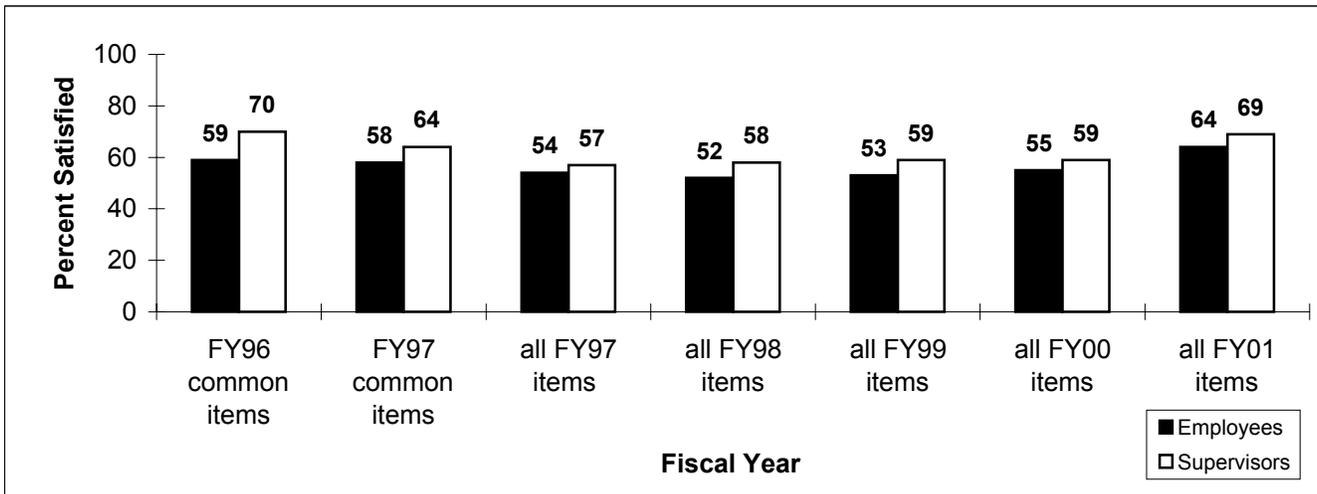
Analysis:

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

4-3. Satisfaction with Supervisor

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

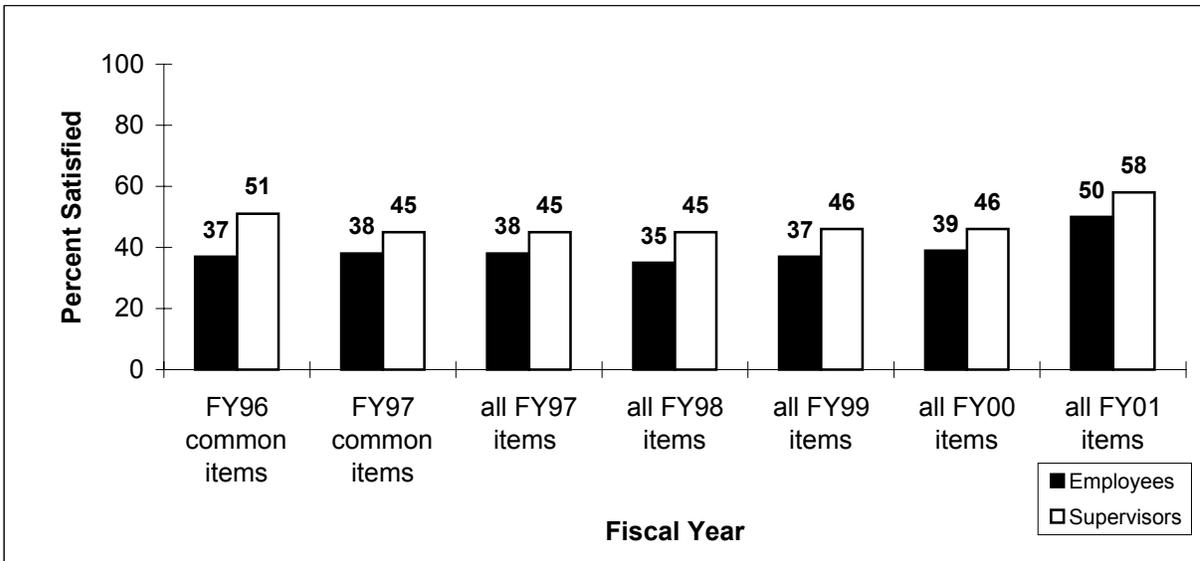
Analysis:

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

4-4. Satisfaction with Management

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

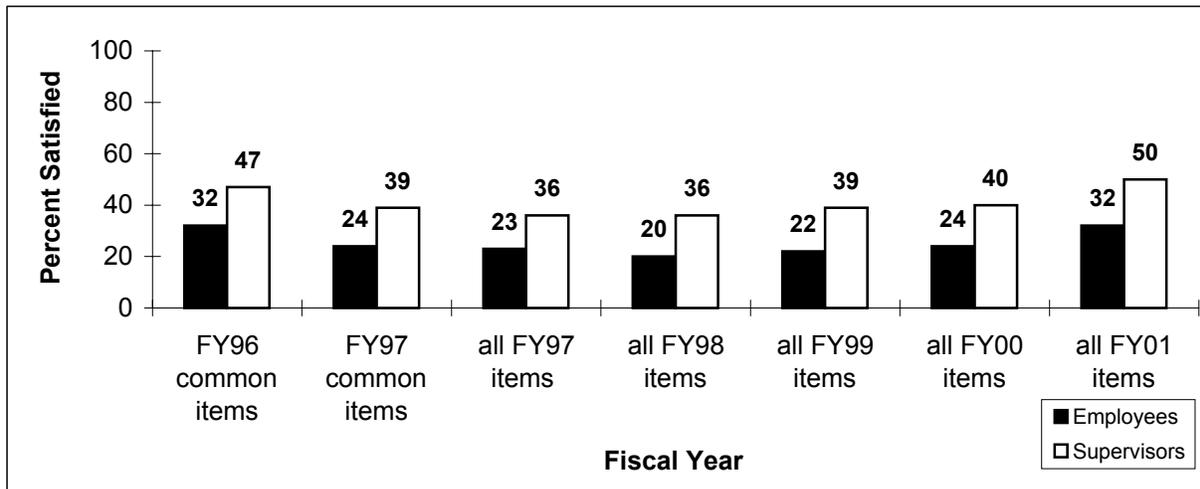
Analysis:

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

4-5. Satisfaction with Promotion System

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

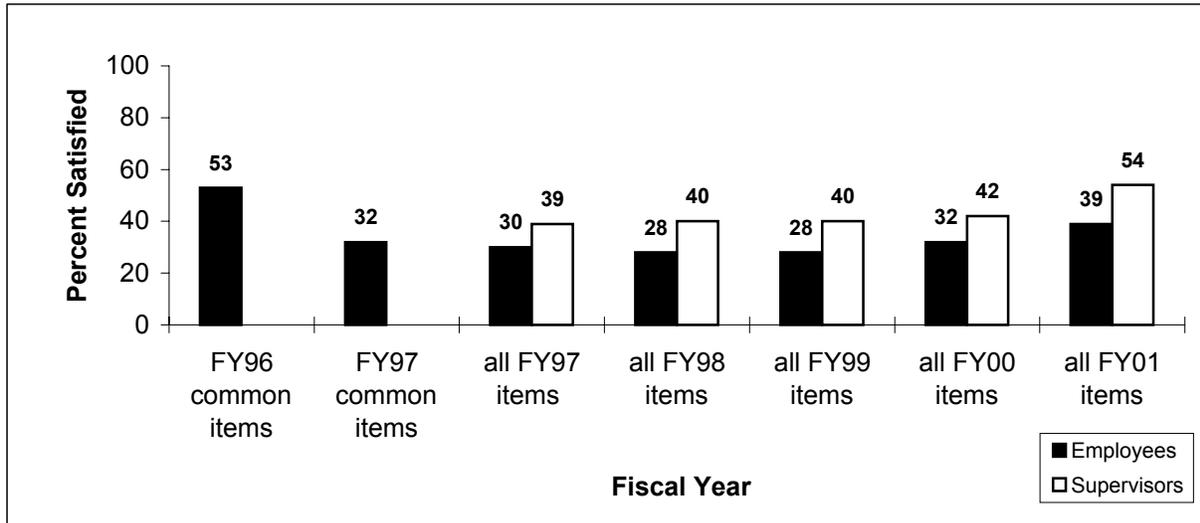
Analysis:

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

4-6. Satisfaction with Awards and Recognition

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

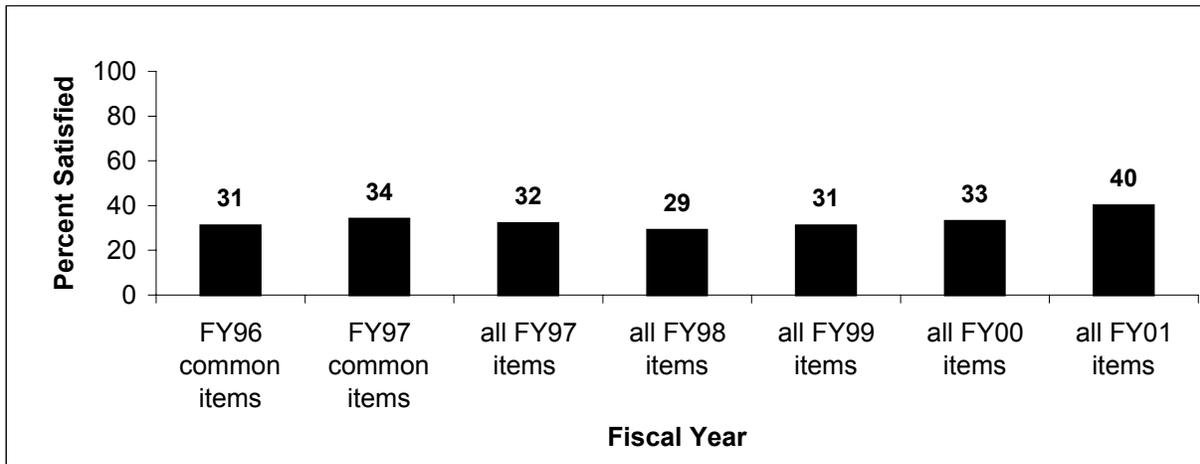
Analysis:

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

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

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Met



Source: Army Civilian Attitude Survey (employee version)

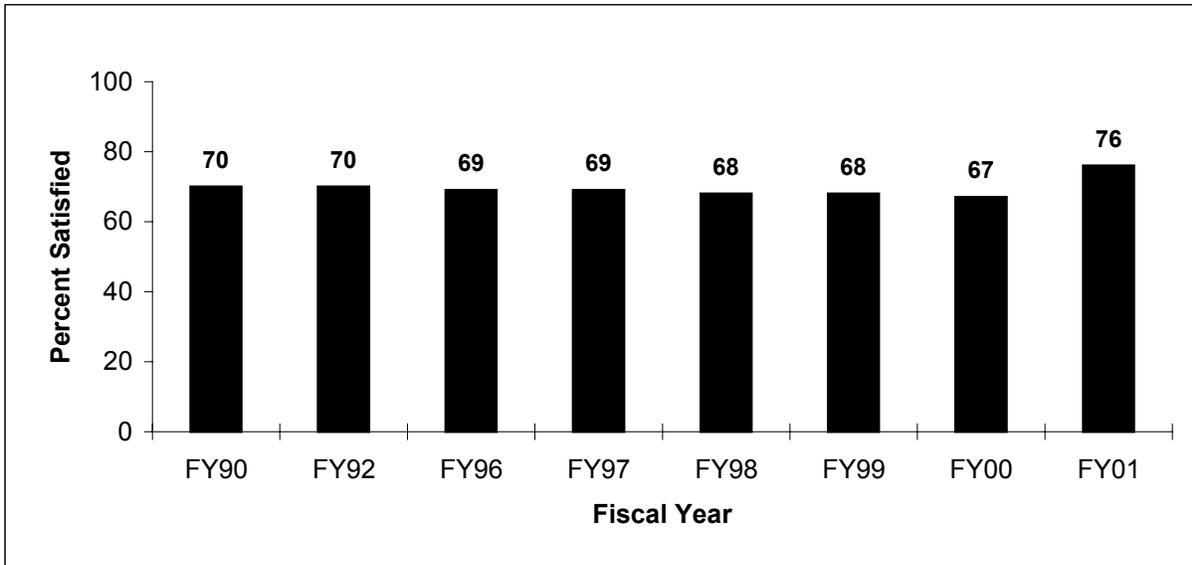
Analysis:

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

4-8. Satisfaction with Work Group

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Employees Met



Source: Army Civilian Attitude Survey (employee version)

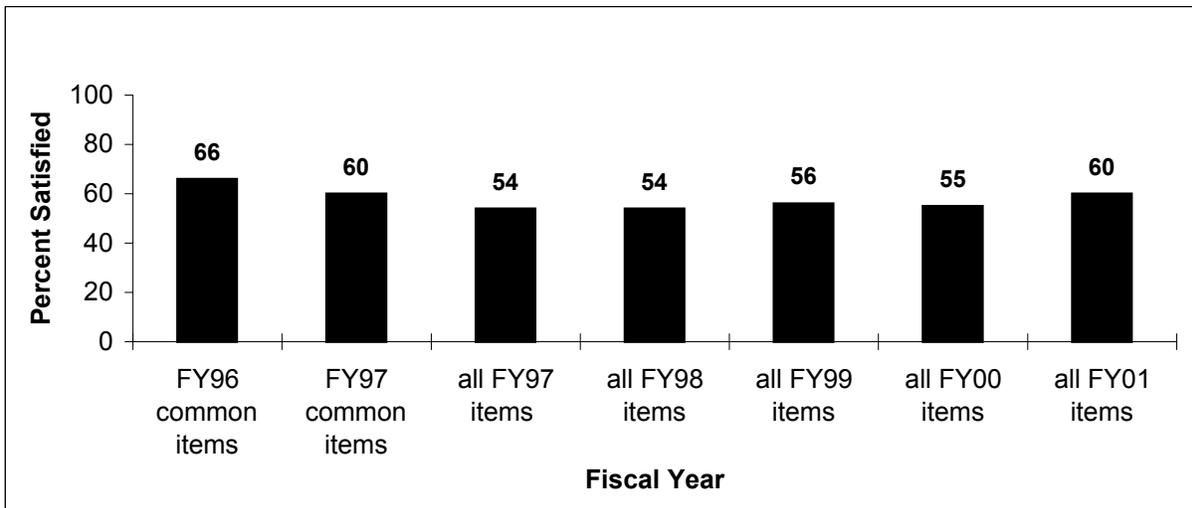
Analysis:

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

4-9. Satisfaction with Amount of Authority

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Supervisors Met



Source: Army Civilian Attitude Survey (supervisor version)

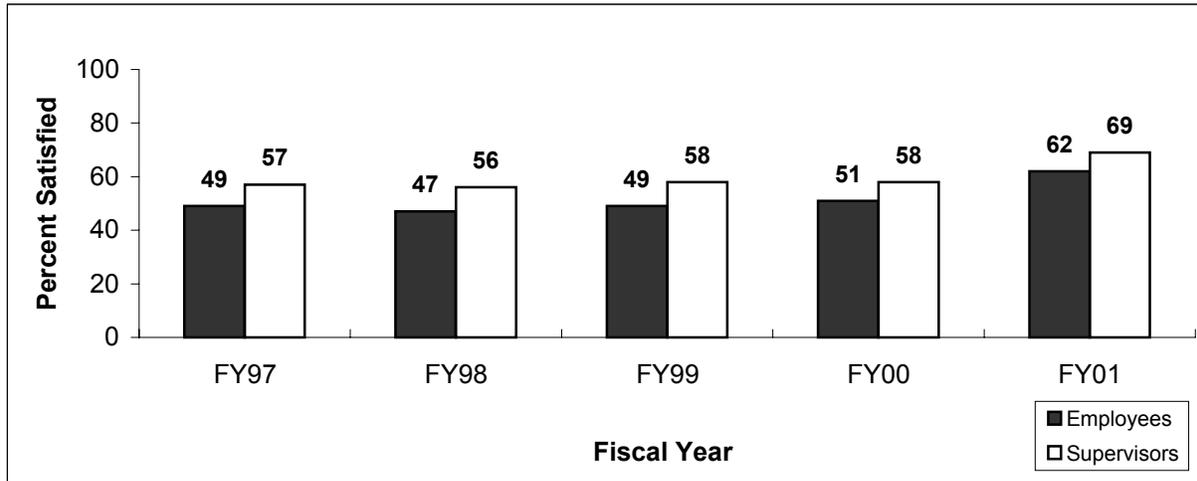
Analysis:

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

4-10. Satisfaction with Training and Development

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



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

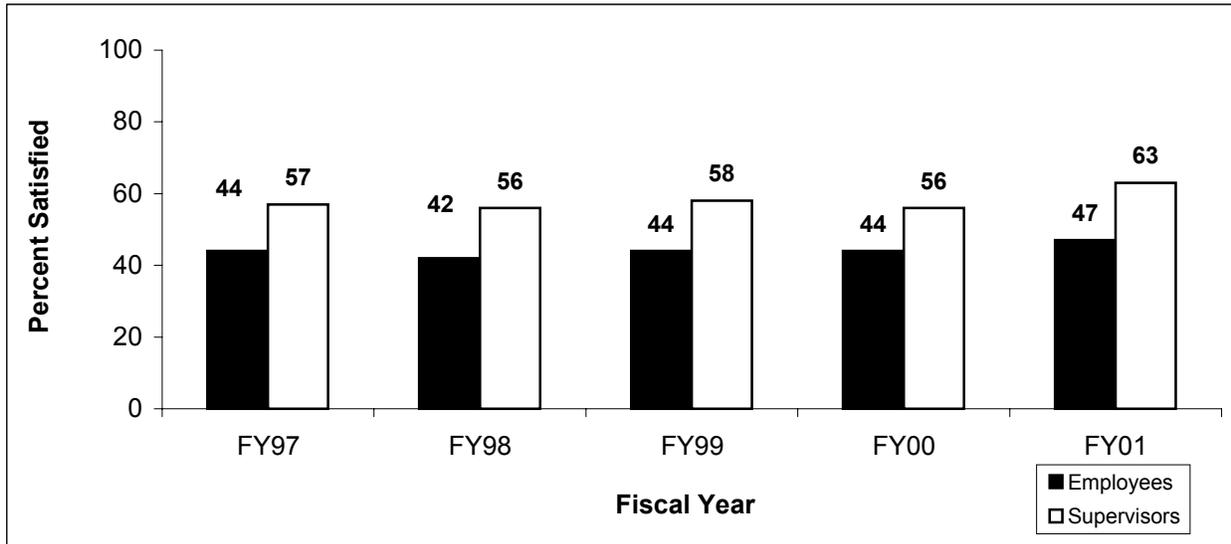
Analysis:

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

4-11. Satisfaction with Fairness

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Met



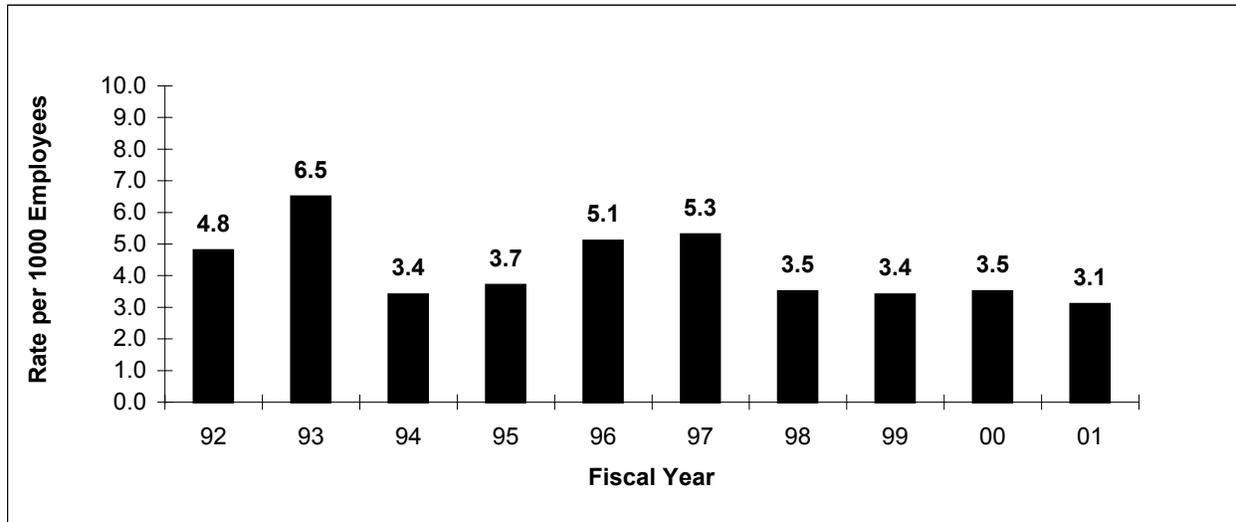
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

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

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

Objective: None Established



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

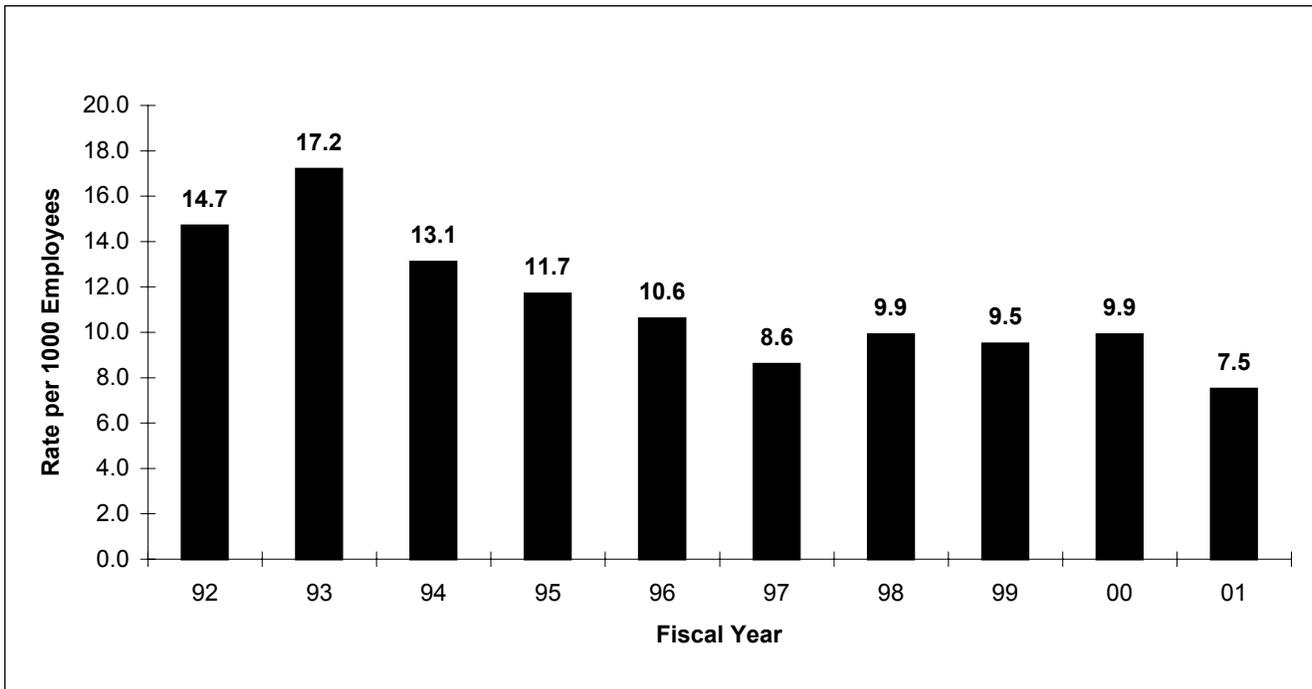
Fiscal Year	92	93	94	95	96	97	98	99	00	01
No. Grievances	631	769	376	387	510	485	302	293	289	249
No. Non-BU Employees	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130	83,600	81,605

Analysis:

- The FY01 rate of 3.1 is the lowest in ten years.
- See Appendix, p. A54, for FY01 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

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

Objective: None Established



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

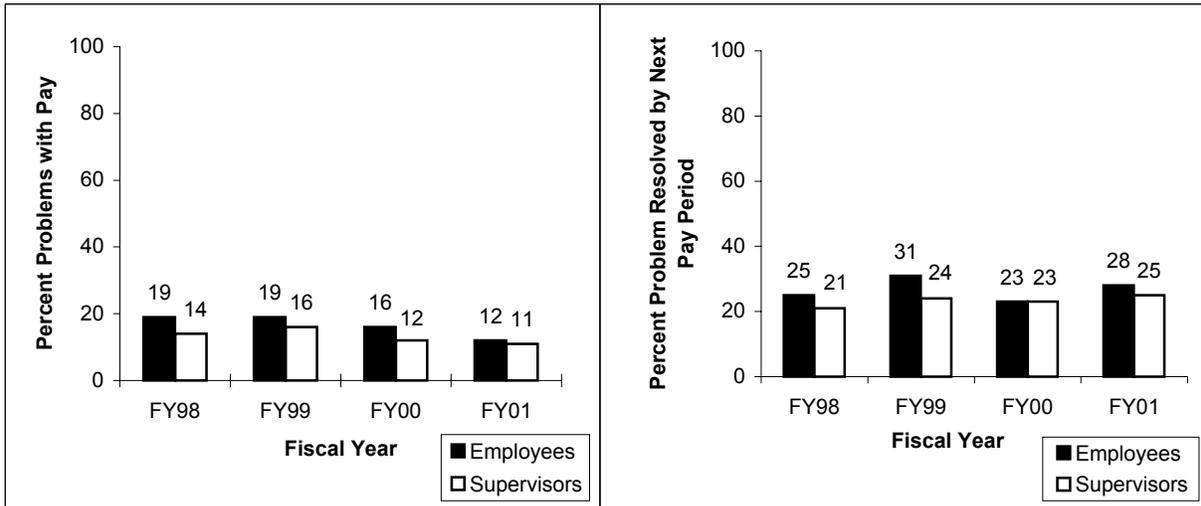
Fiscal Year	92	93	94	95	96	97	98	99	00	01
No. Grievances	2,653	2,434	1,808	1,575	1,357	1,071	1,181	1,086	1,119	855
No. BU Employees	180,609	141,847	138,071	134,062	127,594	124,208	119,841	113,748	113,554	113,902

Analysis:

- In FY01, the rate of grievances significantly decreased after a slight increase in FY00. The FY01 rate is the lowest Army has seen in ten years.
- See Appendix, p. A55, for FY01 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-14. Problems with Pay Administration

Objective: None established



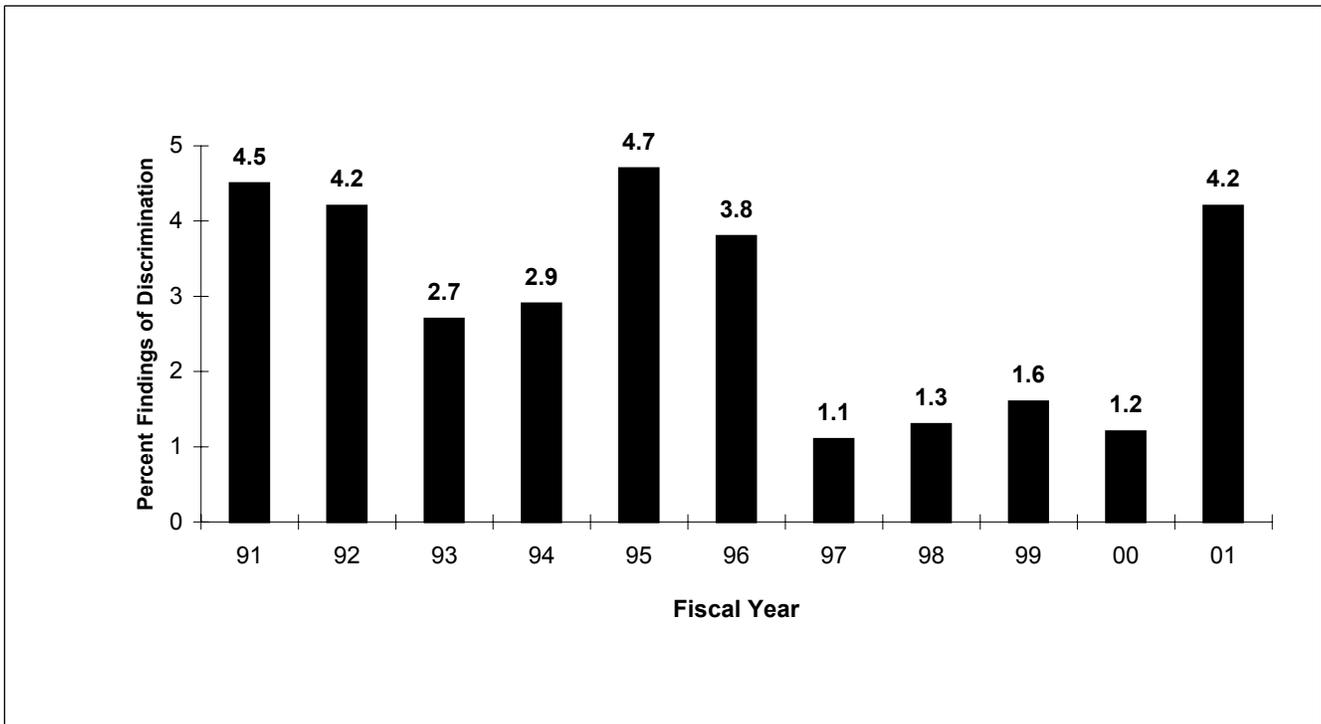
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- This indicator measures whether employees and supervisors had problems with their pay during the previous 12 months (e.g., getting their check sent to the right place, receiving the correct amount), and, if so, were the problems resolved by the next pay period. Responses are either "yes" or "no" to each of the two questions. See Appendix, pp. A56-58, for the rating scale, individual survey items, raw scores, MACOM and region results.
- The change from FY99 to FY01 is positive with 37% fewer employees and 31% fewer supervisors reporting pay problems. Even so, survey respondents continue to report their pay problems take longer than the current pay period to resolve. Although automated Army systems identify pay system "rejects" and generally resolve them within the same pay period, they do not cover many of the employee-reported problems which may take longer to resolve.
- Analysis by MACOM shows that pay problems ranged from 25% (USAREUR) to 10% (TRADOC and AMC) for employees and from 22% (USAREUR) to 8% (TRADOC and AMC) for supervisors. Problem resolved before the next pay period: 32% (MEDCOM) to 19% ("other" command codes) for employees and from 35% (MEDCOM) to 16% (AMC) for supervisors.
- Analysis by region shows that pay problems ranged from 30% (Korea) to 9% (NE and SC) for employees and from 23% (Europe) to 6% (NC) for supervisors. Problem resolved before the next pay period: 34% (NC) to 21% (Korea and Europe) for employees and from 42% (W) to 19% (Europe and Pacific) for supervisors.

4-15. EEO Complaints - Percent DA Final Findings of Discrimination

Objective: None Established



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

Fiscal Year	91	92	93	94	95	96	97	98	99	00	01
No. Formal Complaints Filed	1494	1692	1905	2108	1825	1398	1565	1451	1366	1346	1126
No. to EEOCCRA	419	500	479	722	426	314	543	472	493	499	742
No. Findings of Discrimination	19	21	13	21	20	12	6	6	8	6	31

Analysis:

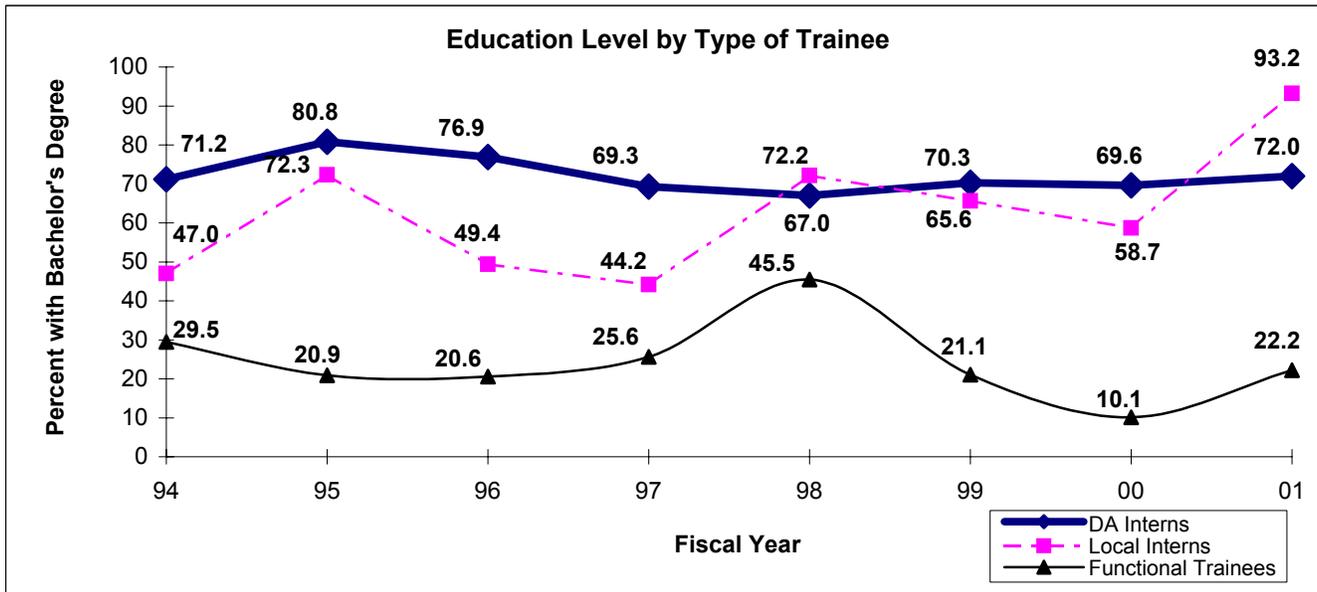
- In FY01, two-thirds (66%) of the formal EEO complaints filed made it to the Equal Employment Opportunity Compliance and Complaints Review Agency (EEOCCRA) for Final Agency Decision. Most complaints are either dismissed, withdrawn or settled before reaching EEOCCRA.
- The percentage of cases where a final finding of discrimination was made dropped from 4.5% in FY91 to 2.7% in FY93. It then rose to 4.7% in FY95 before dropping significantly to 1.1% in FY97. The percentage has remained low since FY97 with 2.7%. However, in FY01, the percentage findings of discrimination rose to 4.2%. The rise in FY01 may be related to the fact that the authority of administrative judges was increased in 1999 from recommending to rendering decisions.



Work Force Quality

5-1. New Interns - Education Level

Objective: None Established



Source: HQ ACPERS

Number with and without Bachelor's Degree

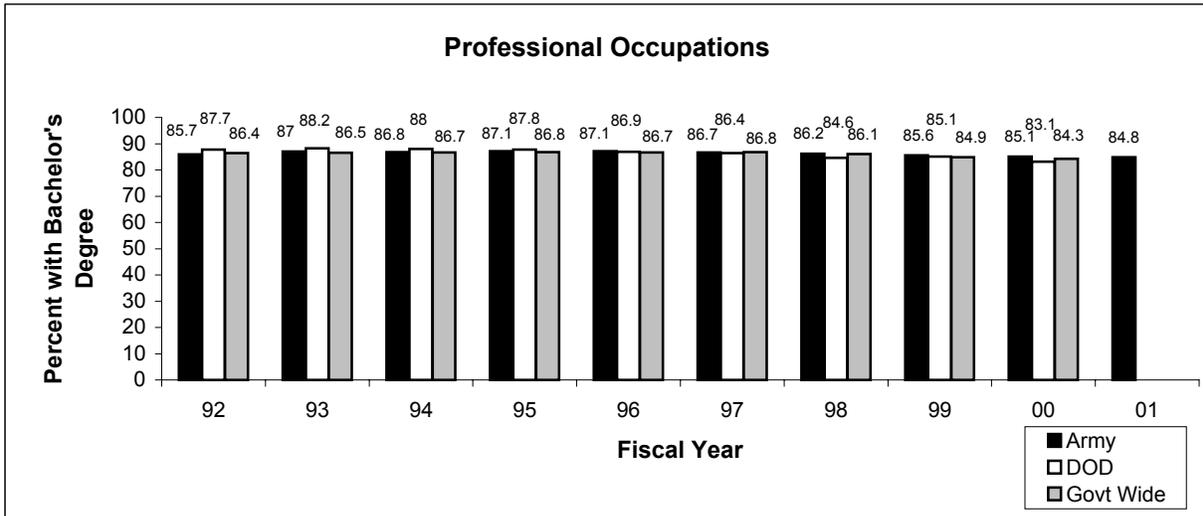
Fiscal Year	94	95	96	97	98	99	00	01
DA Interns								
With Degree	166	421	226	284	185	227	176	546
Without Degree	67	100	68	126	91	96	77	212
Local Interns								
With Degree	63	94	43	34	13	59	54	96
Without Degree	71	36	44	43	5	31	38	7
Functional Trainees								
With Degree	85	31	37	21	10	12	7	8
Without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

Analysis:

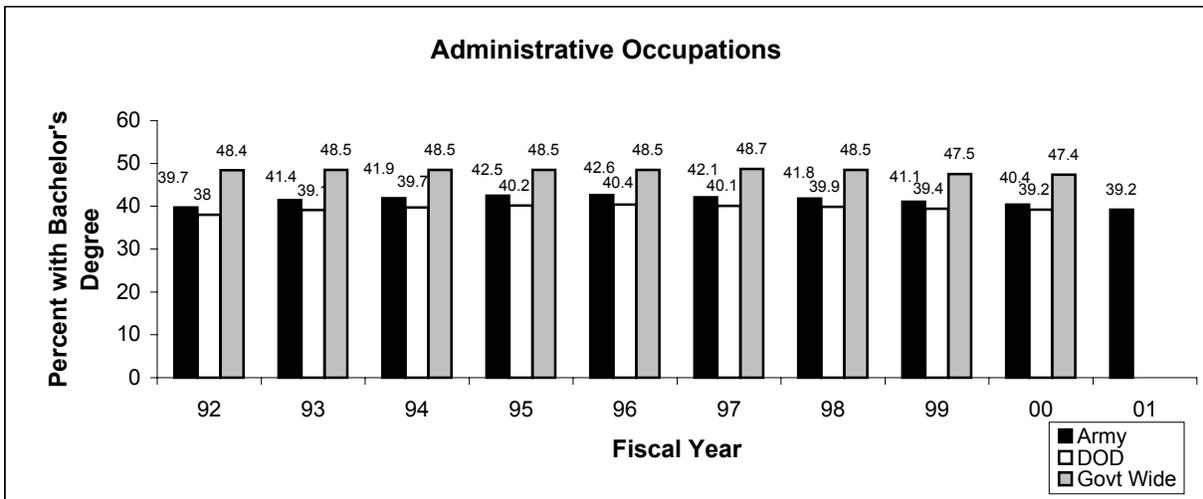
- Data prior to FY94 are not presented because of poor coding in the database.
- The education level of the large number of new DA interns in FY01 was slightly higher than the prior two years. The education level of local interns went up significantly in FY01. Functional trainees, the "comparison group" for interns, returned to what appears to be a normal level of 20 to 25%. Coding errors are believed to exist for both interns and functional trainees. Counts of new functional trainees are especially low.
- In FY94-01 73% of DA interns had Bachelor's degrees, compared to 62% of local interns, and 24% of functional trainees.

5-2. Workforce - Education Level by PATCO

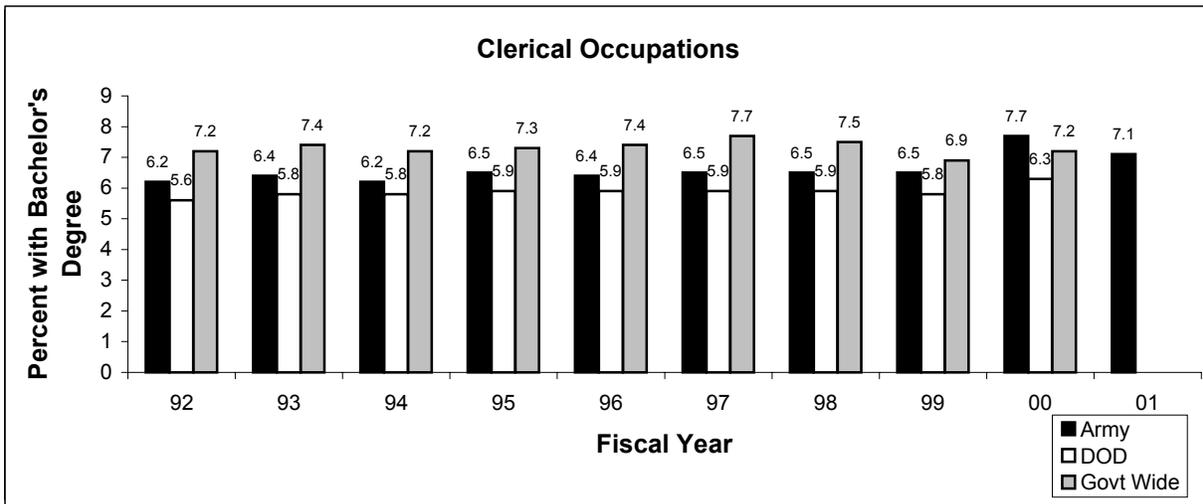
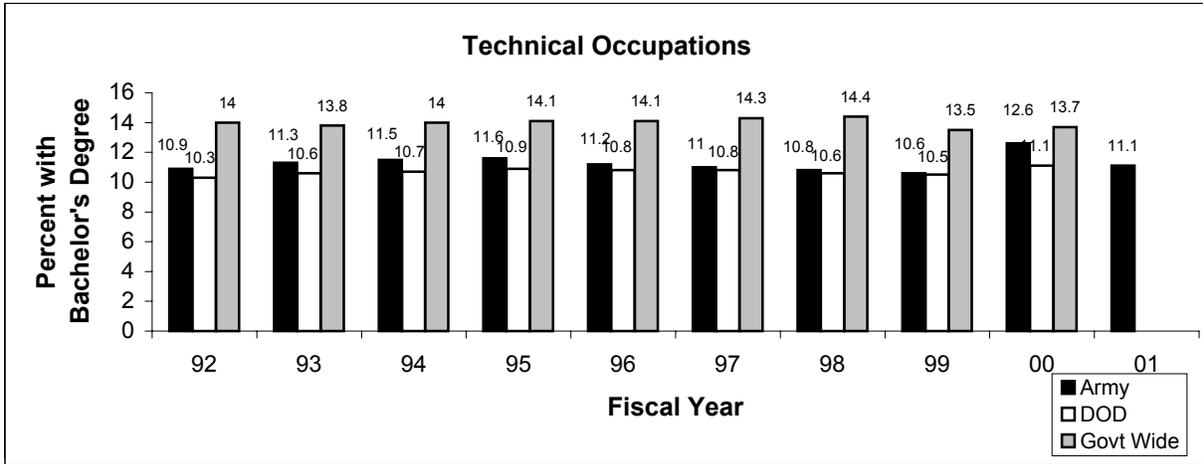
Objective: None Established



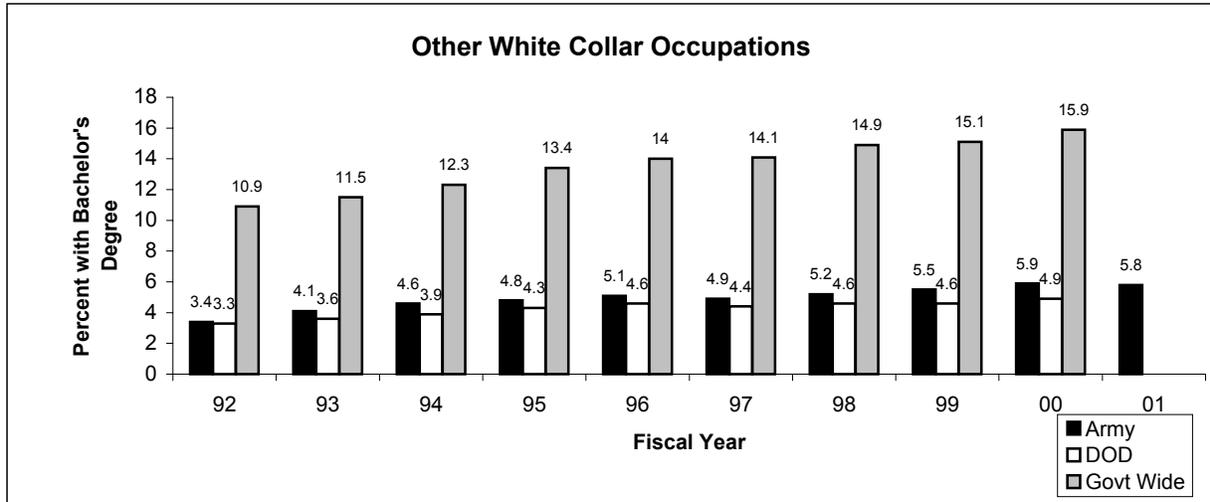
Source: OPM except for FY00 Army data which are from the HQDA Workforce Analysis Support System (WASS).



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



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

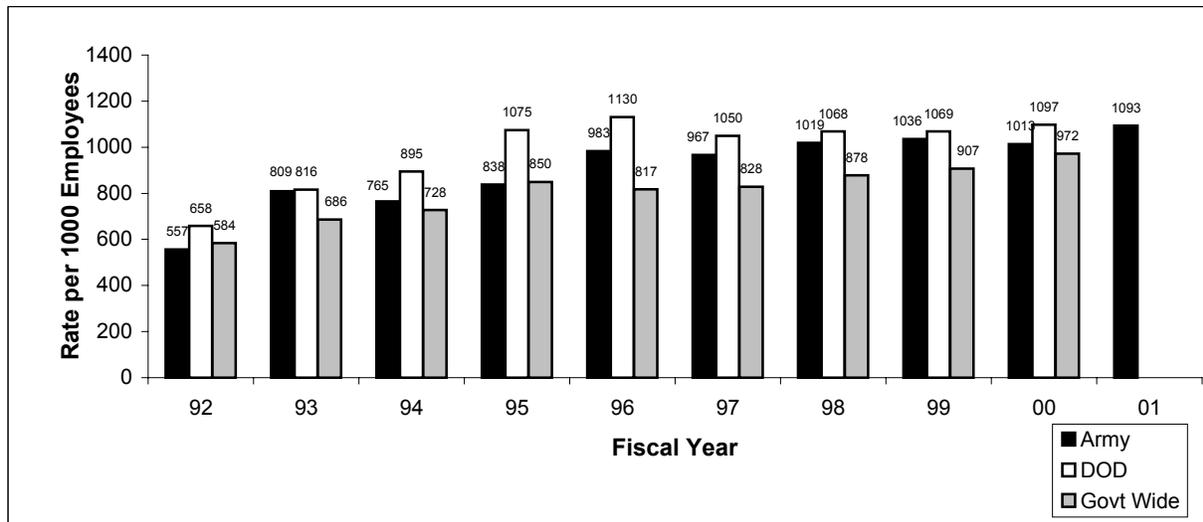


Analysis:

- The data element "Occupational Category" lists two codes in addition to those listed here, i.e., code B (Blue Collar) and code M (Mixed Collar). However, analysis of education level by those occupational categories was not considered relevant.
- For professional occupations, the percent with college degree has been high and stable in Army and Government-wide. The DOD percent has decreased slightly over time (from 87.7% to 83.1%).
- For administrative occupations, the percent with college degree increased slightly over time for DOD (from 38% to 39.2%). The Army percent has declined slightly from recent years, while the Government-wide percent remained relatively flat. However, the Government-wide percent is higher than those of Army and DOD.
- Technical occupations increased in FY00 followed by a return to prior year averages in FY01. Clerical also went up in FY00 and remained higher than normal for FY01. The Government-wide percent is higher than Army, and the Army percent is higher than DOD.
- For other white collar occupations, the percent with college degree has increased slightly over time for Army (from 3.4% to 5.8%), DOD (from 3.3% to 4.9%), and Government-wide (from 10.9% to 15.9%). The Government-wide percent is higher than those of Army and DOD.
- FY01 DOD and Government-wide data were not available at the time of publication.
- See Appendix, pp. A59-60, for raw data and explanation of terms "Army," "DOD," and "Govt Wide."

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

Objective: None Established



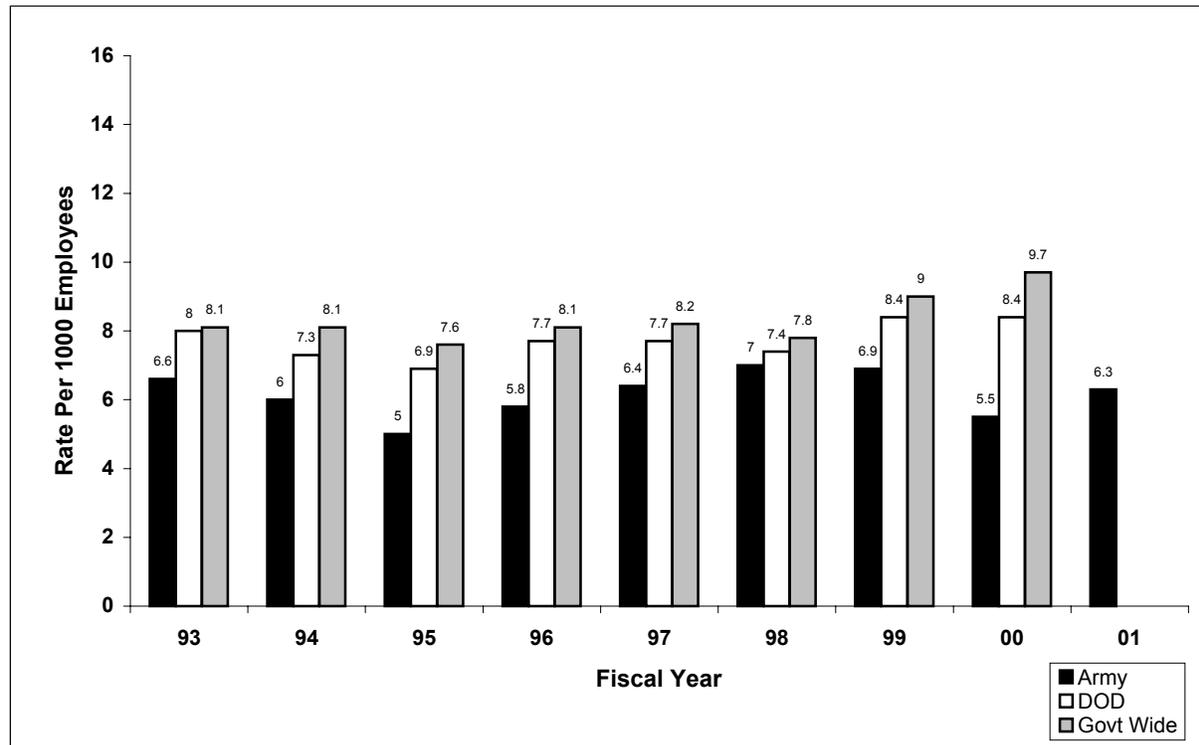
Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- OPM's Civilian Personnel Data File (CPDF) does not contain honorary award data. Therefore, only time-off and monetary awards are included in this graph.
- Between FY92-96, the rate of awards increased in Army (76%), DOD (72%) and Government-wide (40%). This is due, in large part, to the use of time off awards beginning in the FY92-93 period. The rate of awards has remained fairly constant since FY96.
- FY01 DOD and Government-Wide data were not available in time for publication.
- From FY96 to FY00, Army's total award rate is higher than the Government-wide rate but lower than the DOD rate. This pattern exists for both monetary and time off awards.
- See Appendix, pp. A61-62, for raw data, explanation of the Nature of Action (NOA) codes used, description of the terms "Army," "DOD," and "Gov't-wide," and FY01 MACOM monetary and time-off award data.

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

Objective: None Established



Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

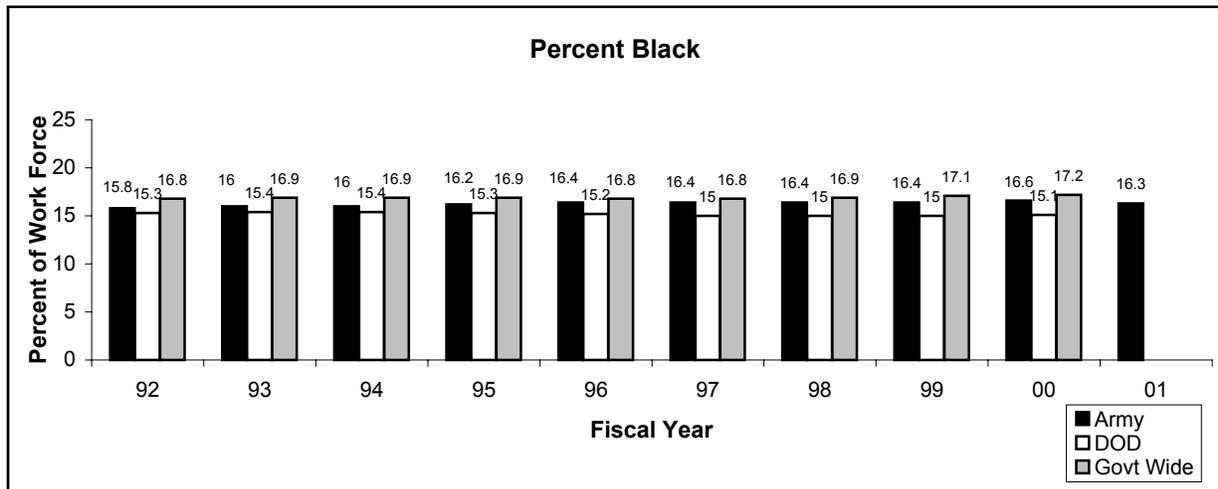
- Army's rate of disciplinary/adverse actions per 1000 employees was better (i.e., lower) than the DOD and Government-wide rates.
- FY01 DOD and Government-wide data were not available at the time of publication.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into DCPDS.
- See Appendix, pp. A63-65, for raw data, MACOM data, explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Disciplinary/Adverse Actions" and explanation of the terms "Army," "DOD," and "Govt Wide."



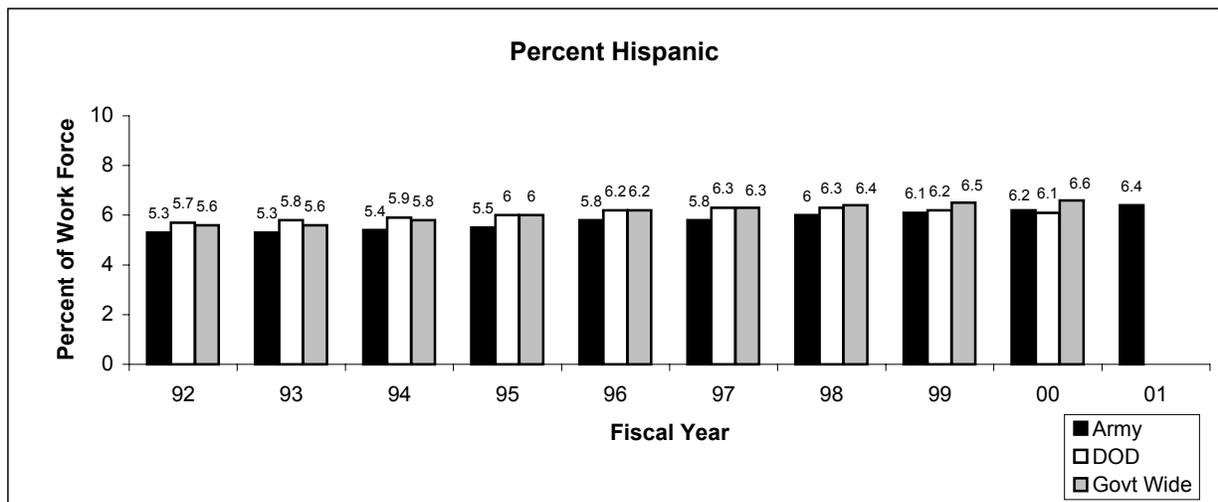
***Work Force
Representation***

6-1. RNO Breakout of Work Force

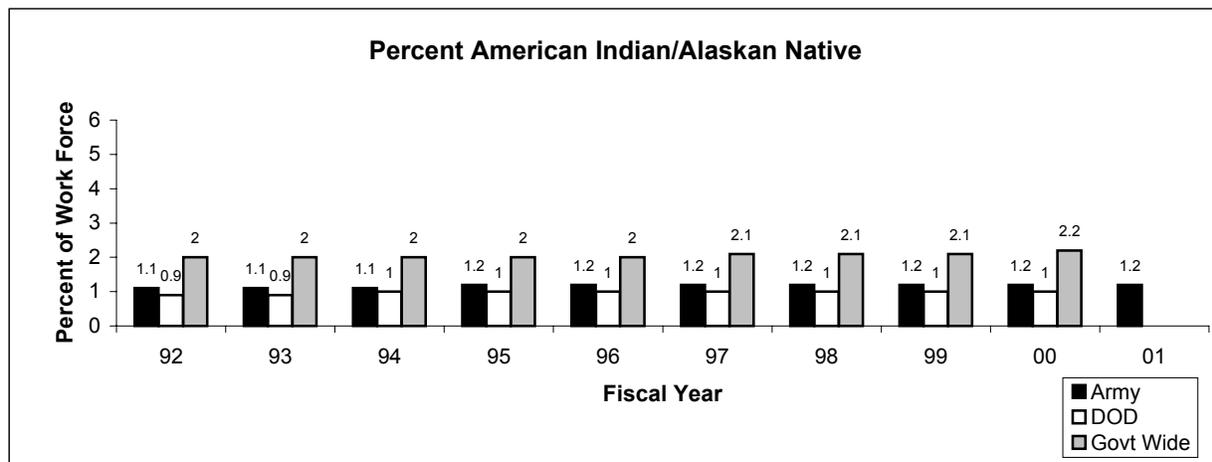
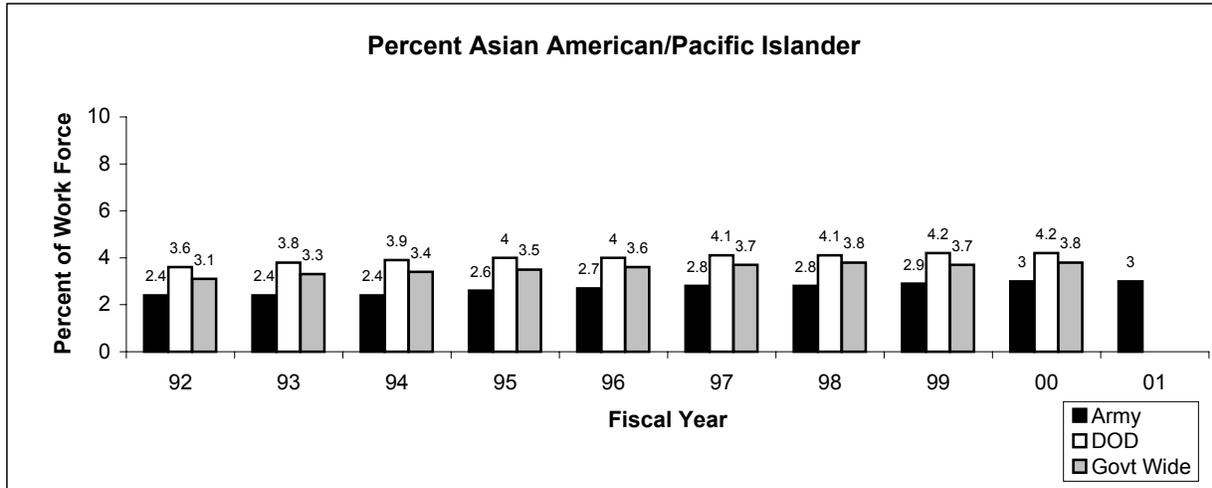
Objective: None Established



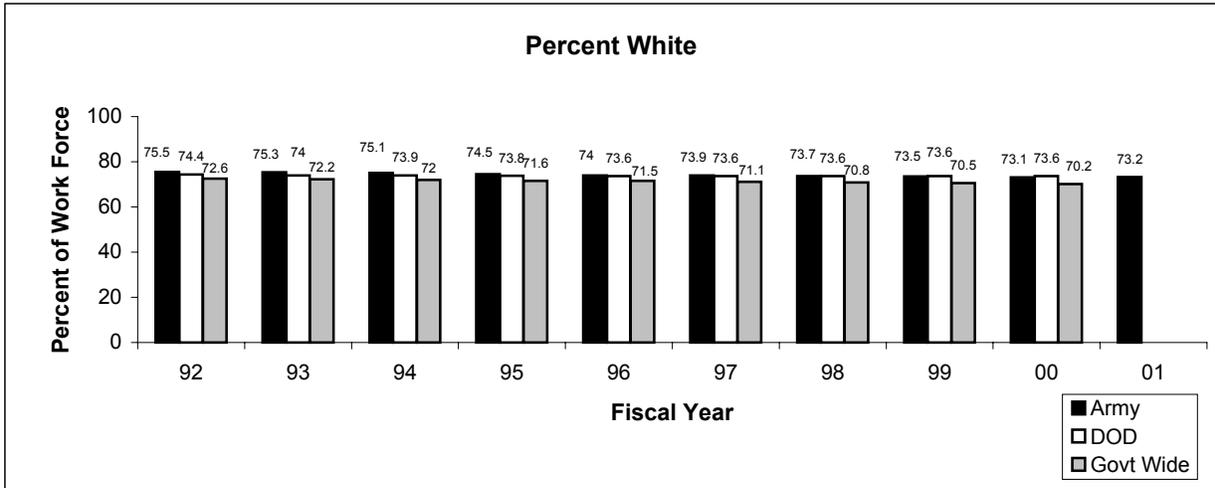
Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).



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



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

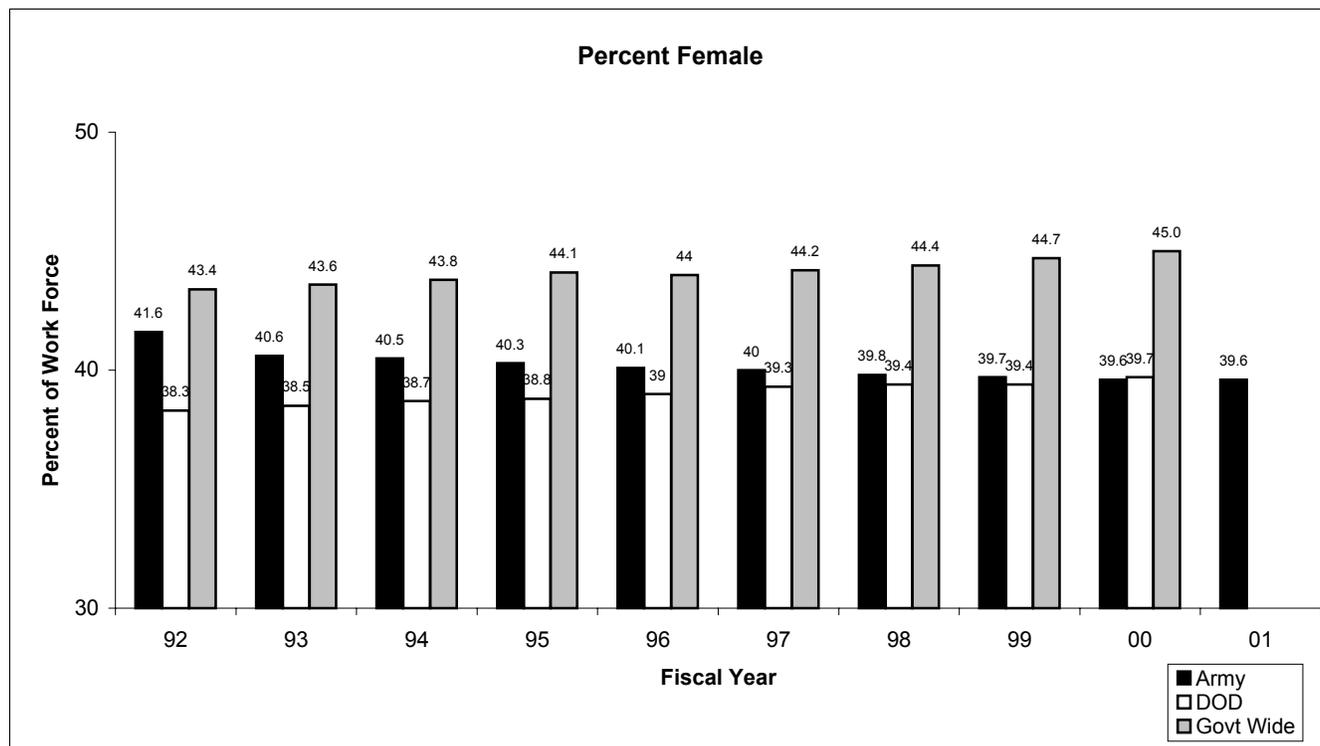


Analysis:

- Downsizing has not had an adverse effect on the percentage of minorities employed by Army. Army's percentage of minorities increased slightly since FY92. The same pattern exists for DOD and the Federal Government.
- Army and DOD are slightly below the Federal Government in percentage of minorities employed.
- FY01 DOD and Government-wide data were not available in time for publication.
- The percentages shown are based on employees in RNO codes A - E only.
- See Appendix, p. A66, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-2. Representation of Women

Objective: None Established



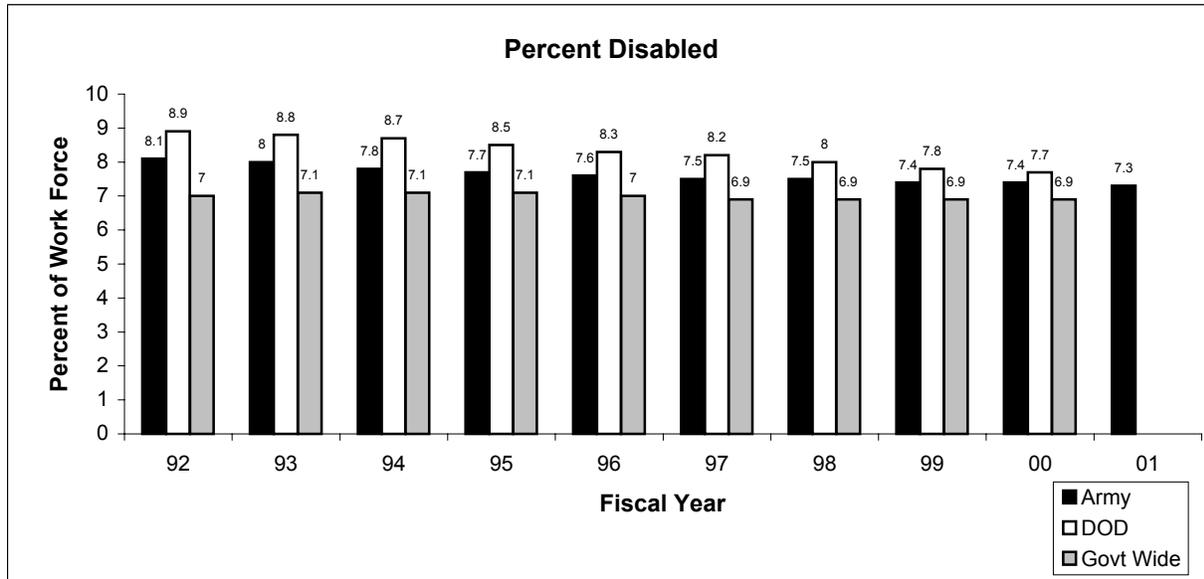
Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).

Analysis:

- Army's percentage of female employees has been slowly declining; the DOD and Government-wide percentages have increased slightly.
- Army employed a higher percentage of women than DOD, until FY00. Both Army and DOD employ a smaller percentage of women than does the Federal Government.
- FY01 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A67, for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-3. Representation of Individuals with Disabilities

Objective: None Established



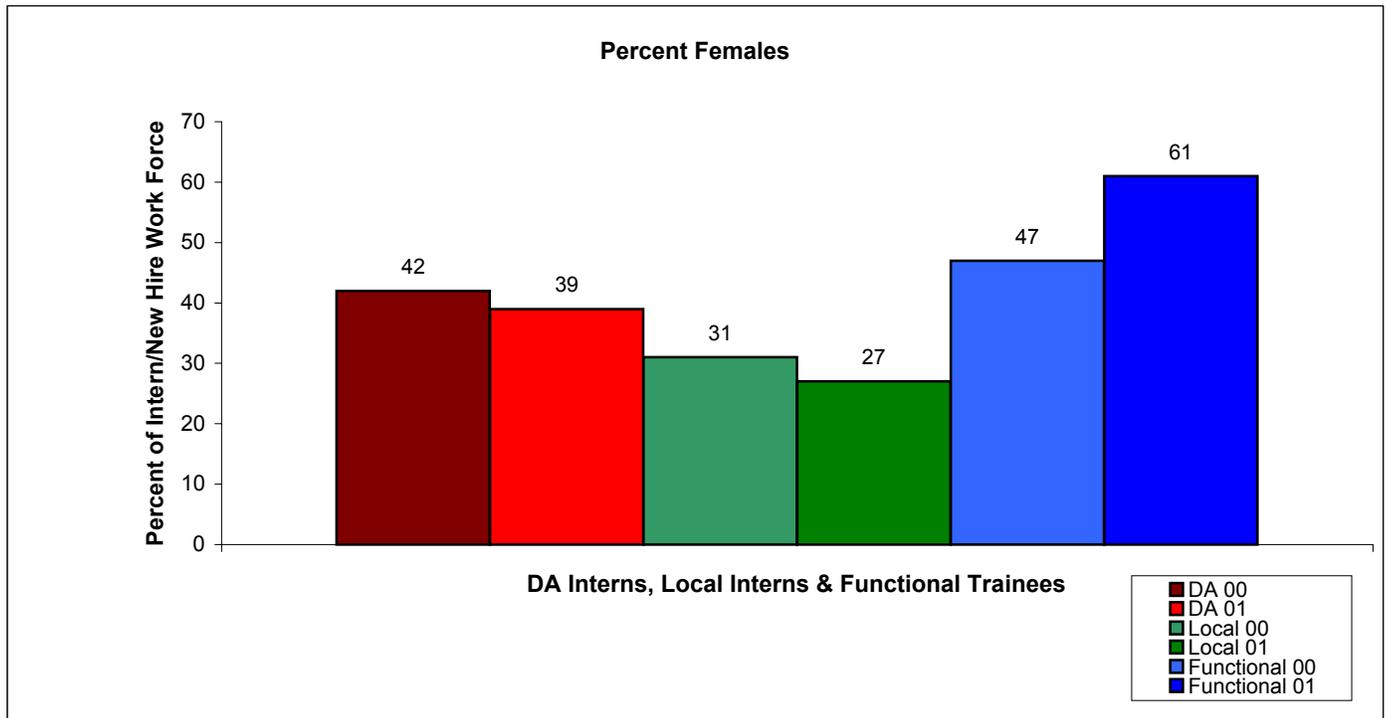
Source: OPM except for FY01 Army data which are from the HQDA Workforce Analysis Support System (WASS).
 (Army's 234-EEO Report was not used for FY01 data because it excludes Reserve Technicians.)

Analysis:

- Army's FY01 percentage of disabled employees is slightly lower than it was in FY99 and FY00. DOD's FY00 percentage is slightly lower than it was in FY99. The Government-wide FY00 percentage is the same as it was in FY99.
- Army employs a higher percentage of disabled workers than does the Federal Government but its advantage is declining. Army employs a smaller percentage of the disabled than does DOD.
- FY01 DOD and Government-wide data were not available at the time of publication.
- See Appendix, p. A68, for raw data and explanation of the terms "Army," "DOD," and "Gov't-wide."
- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.

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

Objective: None Established



Source: Workforce Analysis Support System (WASS). Functional trainees include those employees with SPEP code 'J' and also all non-intern employees in grades 5, 7 and 9.

Number of Females

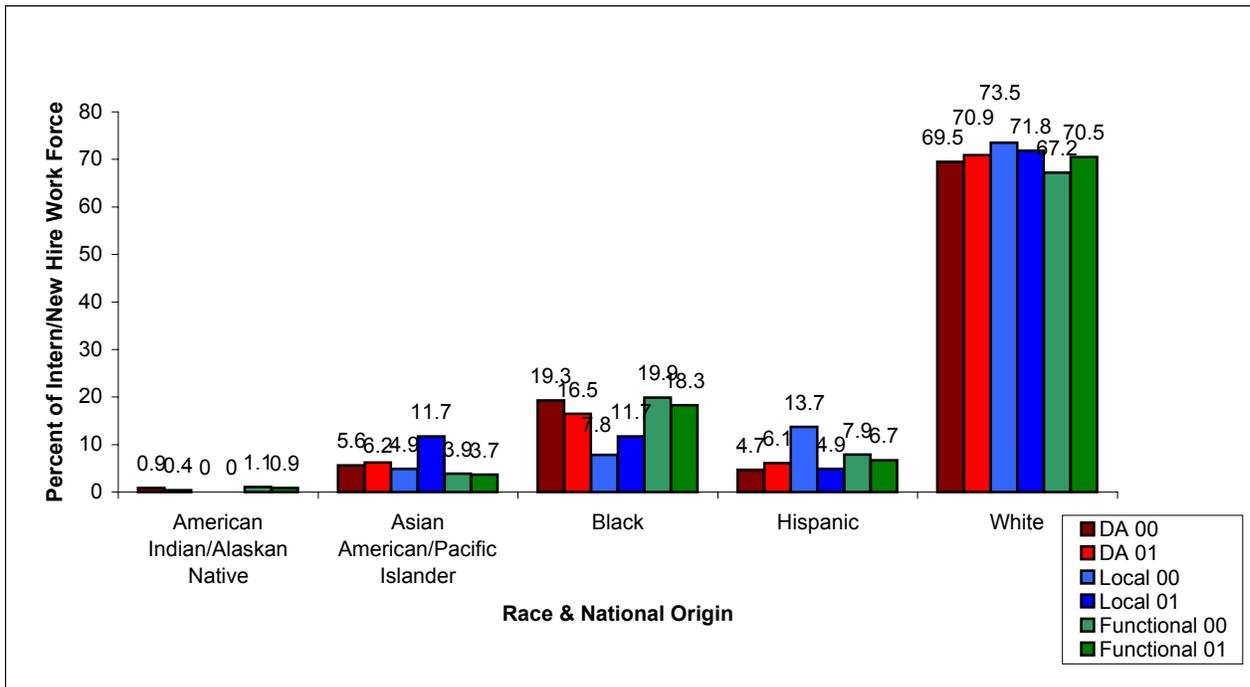
Fiscal Year	00	01
DA Interns	99	293
Local Interns	32	28
Functional Trainees	2,861	3,328

Analysis:

- Army's percentage of DA and local intern females was lower in FY01 than FY00 by 3% and 4% respectively. The percentage of female Functional Trainees increased by 14%.

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

Objective: None Established



Source: Workforce Analysis Support System (WASS). Functional trainees include those employees with SPEP code 'J' and also all non-intern employees in grades 5, 7 and 9.

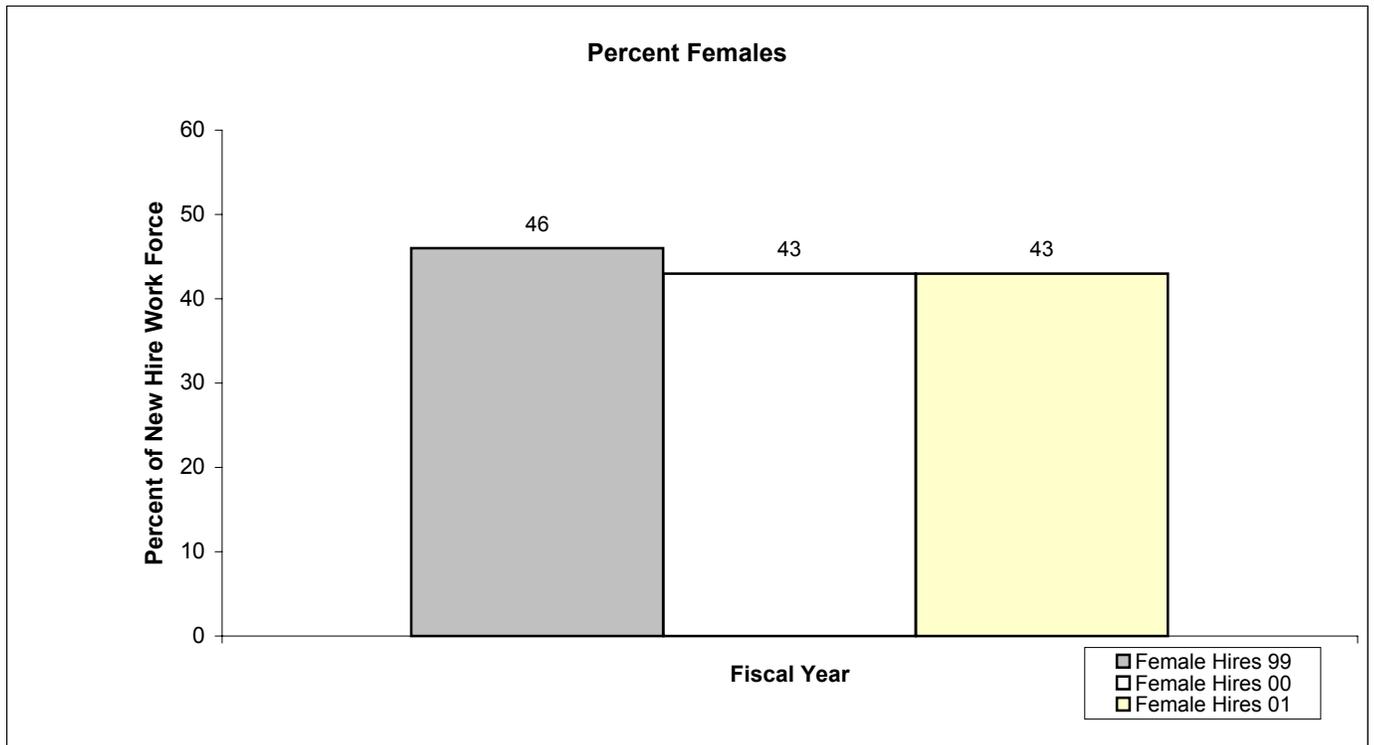
Race/National Origin	DA Interns 00	DA Interns 01	Local Interns 00	Local Interns 01	Trainees 00	Trainees 01
American Indian/Alaskan Native	3	3	0	0	57	51
Asian American/Pacific Islander	13	47	5	12	239	218
Black	45	125	8	12	1,205	1,076
Hispanic	11	46	14	5	481	392
White	162	537	75	74	4,068	4,145
Total	234	758	102	103	6,050	5,882

Analysis:

- The percentage of Asian American/Pacific Islanders went up for Local Interns by close to 7%.
- The percentage of Hispanic local interns went down by almost 9%.
- The percentage of minorities has decreased in FY 01 for Functional Trainees by over 3%.

6-6. Representation of New Hire Females

Objective: None Established



Source: OPM except for FY01 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

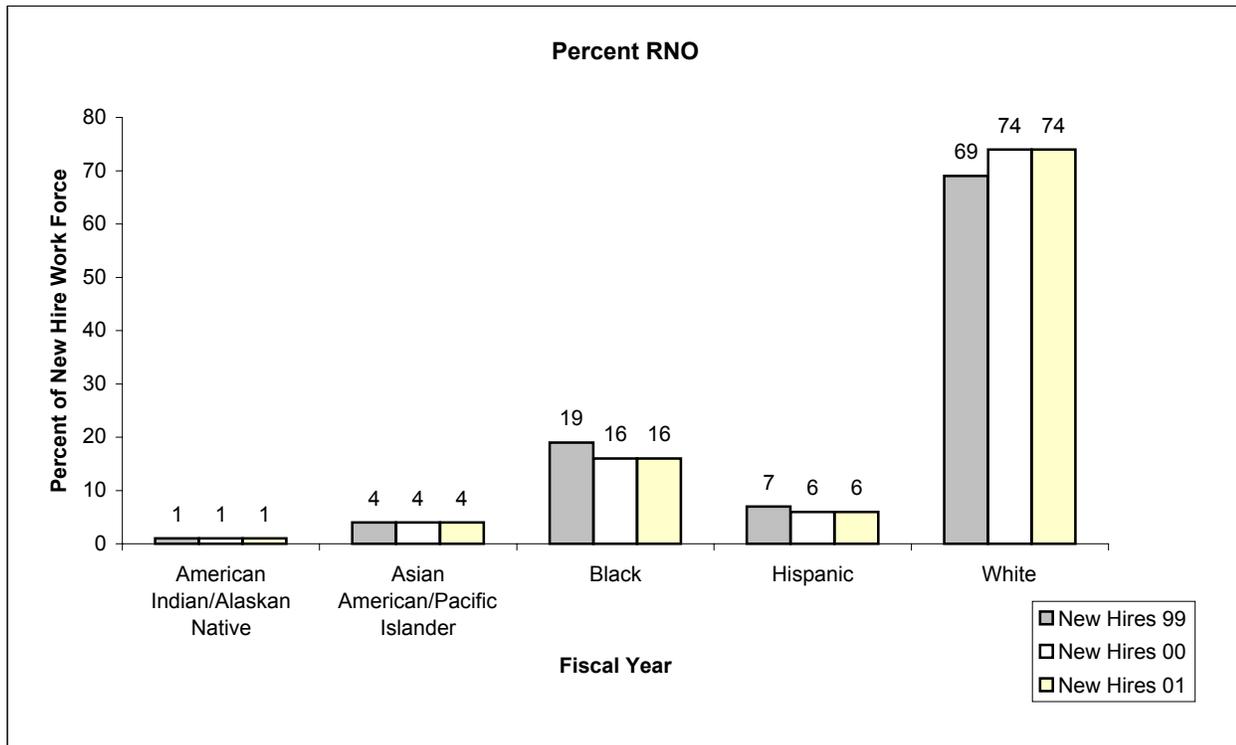
Fiscal Year	99	00	01
Female	9,104	9,219	10,566
Male	10,696	12,163	14,010
Total	19,800	21,382	24,576

Analysis:

- Army's percentage of FY01 female hires (43%) was the same as FY00, and higher than the percentage of females in the workforce (39.5%).

6-7. RNO Breakout of New Hires

Objective: None Established



Source: OPM except for FY01 data which are from the HQDA Workforce Analysis Support System (WASS).

Number of New Hires

Fiscal Year	99	00	01
American Indian/Alaskan Native	173	183	221
Asian American/Pacific Islander	662	725	840
Black	3,227	3,259	4,001
Hispanic	1,163	1,153	1,418
White	11,731	15,063	16,990
Total	16,956	20,383	23,470

Analysis:

- Army's percentage of minority hiring in FY01 remained constant while increasing the actual number of new hires.

Appendix

1-3

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

Army, DOD and Government-Wide Breakouts by Fiscal Year

Category	Fiscal Year									
	92	93	94	95	96	97	98	99	00	01
Army										
Personnelists	5,480	4,995	4,616	4,239	3,768	3,498	3,414	3,219	3,035	3,009
Other	283,993	255,299	243,255	235,502	224,688	213,765	204,237	197,616	195,299	192,498
Total Work Force	289,473	260,294	247,871	239,741	228,456	217,263	207,651	200,835	198,334	195,507
Servicing Ratio	1:53	1:52	1:54	1:57	1:61	1:62	1:61	1:62	1:65	1:65
DOD										
Personnelists	15,326	14,544	13,901	12,998	11,806	10,781	10,349	10,101	9,781	NA
Other	892,118	835,922	798,790	754,329	720,881	680,420	653,038	627,873	614,976	NA
Total Work Force	907,444	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	NA
Servicing Ratio	1:59	1:58	1:58	1:59	1:62	1:64	1:64	1:63	1:64	NA
Federal Gov't										
Personnelists	37,055	36,204	34,293	31,666	29,592	27,931	27,159	27,093	26,941	NA
Other	2,154,491	2,083,912	2,015,879	1,936,085	1,867,475	1,808,121	1,783,182	1,745,240	1,735,618	NA
Total Work Force	2,191,546	2,123,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	NA
Servicing Ratio	1:59	1:59	1:60	1:62	1:64	1:66	1:67	1:65	1:65	NA

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

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

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

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

**1-5
Civilian Strength**

MACOM Data for FY01

Cmd Code	Command	Military Function			Civil Function	AF Total	NAF	Grand Total
		Direct Hire	Indirect Hire	Total				
AE	ACQ EXEC SPT AGCY	2,154		2,154		2,154		2,154
AS	INSCOM	2,063	108	2,171		2,171	164	2,335
AT	OPER TEST & EVAL	4,810		4,810		4,810		4,810
AU	AAA	624		624		624		624
CB	CIDC	457	28	485		485		485
CE	USACE	9,892	242	10,134	24,524	34,658		34,658
E1	USAREUR	6,968	10,649	17,617		17,617	3,872	21,489
FC	FORSCOM**	15,923	879	16,802		16,802	6,102	22,904
GB	NGB (Title 5)	387		387		387		387
	NGB (Title 32)	25,079		25,079		25,079		25,079
HR	RESERVE CMD	9,834		9,834		9,834	165	9,999
JA	JOINT ACTIVITIES *	1,497	65	1,562		1,562	88	1,650
MA	MIL ACADEMY	1,986		1,986		1,986	842	2,828
MC	MEDCOM***	25,780	878	26,658		26,658	804	27,462
MT	MTMC	1,650	230	1,880		1,880		1,880
MW	MDW	2,615		2,615	18	2,633	1,629	4,262
P1	USARPAC	3,310	2,516	5,826		5,826	1,937	7,763
P8	8TH ARMY/KOREA	7,074	2,184	9,258		9,258	880	10,138
RC	USAREC	1,217		1,217		1,217		1,217
SC	SPACE & STRAT DEF	1,178	1	1,179		1,179		1,179
SP	USASOC	1,093	0	1,093		1,093		1,093
SU	USARSO	684		684		684		684
TC	TRADOC	18,598	2	18,600		18,600	6,156	24,756
X1	AMC	49,733	71	49,804		49,804	2,046	51,850
	HQDA****	9,900	22	9,922		9,922	1,547	11,469
ARMY WIDE		204,506	17,875	222,381	24,542	246,923	26,232	273,155

* Includes command code J1 (NATO/SHAPE).

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

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

**** Includes command codes CS (Office, Chief of Staff, Army), MP (PERSCOM),

SA (Office, Sec Army), SB (FOA of OSA), SE (FOA of Army Staff -- OA22), SF (FOA of Army Staff),

SJ (Joint & DOD Acts), SS (Staff Support Agencies of HQDA).

2-1 Customer Satisfaction

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

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

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

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

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

2-1 (Cont.) Customer Satisfaction

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

Supervisor Results	
Count	Percent
1955	23%
4109	47%
1845	21%
466	5%
288	3%
8663	100%
NA	NA
1600	18%
3877	44%
1554	18%
1170	13%
547	6%
8748	100%
698	8%
2608	32%
2096	25%
1864	23%
990	12%
8256	100%

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

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

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

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

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

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

2-1 (Cont.) Customer Satisfaction

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

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

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

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

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

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

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

* Item not included in both supervisor or employee survey.

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

MACOM Breakout

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

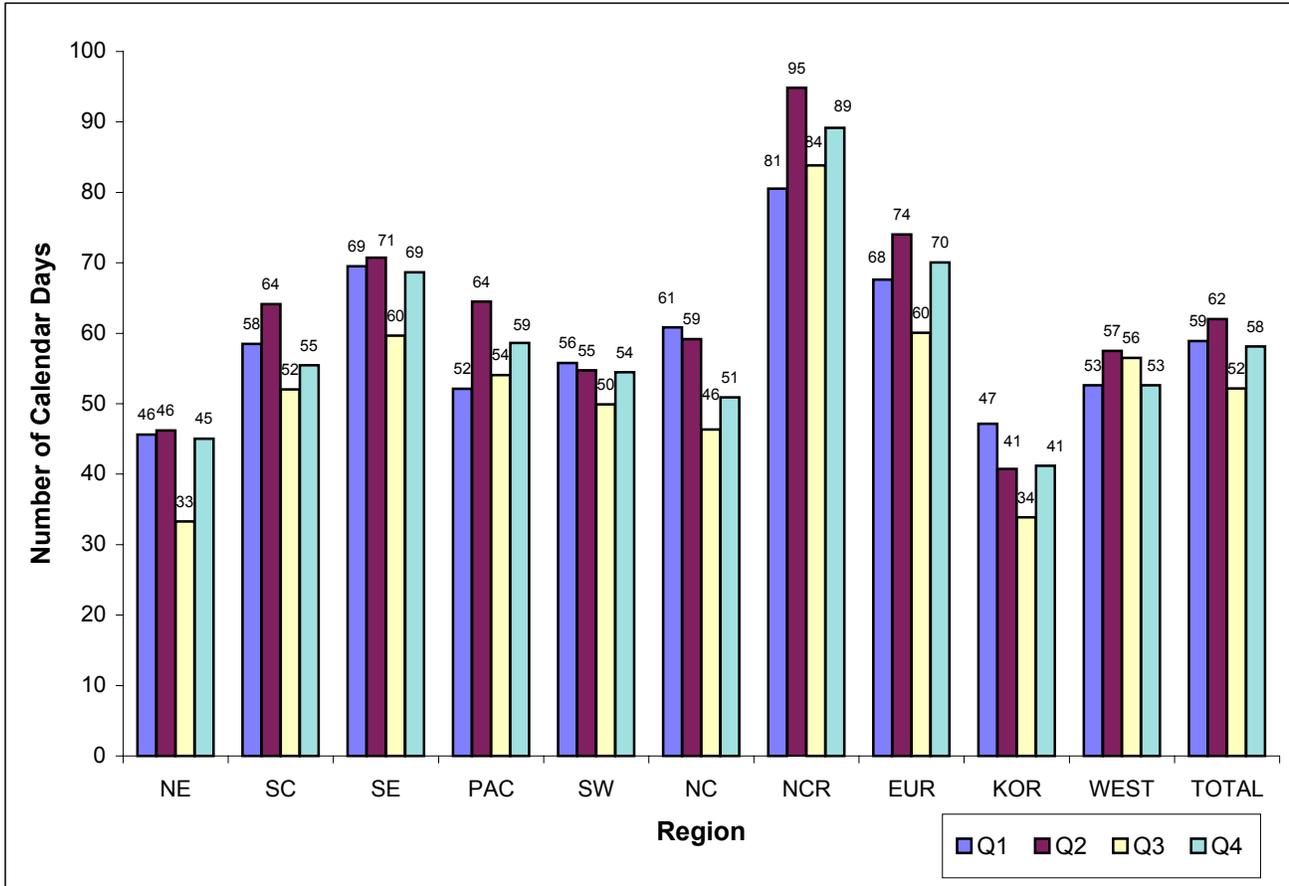
Supervisor Results	
Count	Percent
	52%
	56%
	47%
	57%
	46%
	45%
	47%
	50%

Region Breakout

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

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

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



2-4

FY01 Staffing - Regulatory and Procedural Compliance Rate

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
Southeast CPOC	146	136	93%
CPOC TOTALS	146	136	93%

2-5
FY01 Management and Employee Relations
Regulatory and Procedural Compliance Rate

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
Fort Stewart, GA	51	42	82%
Fort Gordon, GA	32	19	59%
Anniston Army Depot, Anniston, GA	34	33	97%
Fort Lee, VA	30	28	93%
Fort Monroee, VA	24	16	67%
USACOE Jacksonville, Jacksonville, FL	31	30	97%
USACOE Mobile, Mobile, AL	35	34	97%
Fort McPherson, GA	27	22	81%
Fort Benning, GA	44	44	100%
Military Ocean Terminal, Sunny Point, NC	29	25	86%
Fort Bragg, NC	50	42	84%
TOTAL	387	335	87%

2-6

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

Army Score on Individual Items - by Fiscal Year

	OPM Standard	89	90	91	92	93	94	95	96	97	98	99	00	01
Status File														
1. Days to Submit	30	30	18	35	35	22	25	32	16	21	36	50	26	28
2. Percent of records with valid data in the most used fields	97	99	99	97	98	98	97	98	98	98	98	98	98	98
3. Number of data elements valid on 99% of records	43,48,49,50,51*	39	41	41	45	48	47	48	48	50	50	50	50	49**
4. Percent of records without errors	95	86	90	76	88	94	95	95	97	97	98	74	98	98
5. Percent CPDF record count compared to SF113A count	96	99	99	99	100	100	100	100	100	100	100	100	100	100
Dynamics File														
1. Percent of records timely	90	46	50	52	80	90	58	53	55	79	81	81	88	86
2. Percent of records without errors	95	12	90	79	83	91	83	90	93	92	89	88	89	82

* Increased from 43 to 48 data elements in September 1991; to 49 in September 1993; to 50 in December 1996; and to 51 in June 97.

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

Analysis:

Army's FY01 performance against the seven individual items making up the composite:

Status File

1. Days to Submit: Army met the standard.
2. Percent of Records with Valid Data in the Most Used Fields: Army met the standard.
3. Number of Data Elements Valid on 99% of Records: Army did not meet the standard. Currently, there a 50 data elements where OPM wants accuracy of at least 99%. Army met the standard on 49 of the 50 data elements. The data element where Army had a problem is Current Appointment Authority.
4. Percent of Records Without Errors: Army met the standard.
5. Percent CPDF Record Count Compared to SF-113A Count: Army met the standard.

Dynamics File

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

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

	Time in CPAC			Total Time			Sup Assmt		
	% Green	% Amber	% Red	% Green	% Amber	% Red	% Green	% Amber	% Red
USACE	53% (16)	23% (7)	23% (7)	73% (22)	17% (5)	10% (3)	33% (10)	63% (19)	4% (1)
USARPAC	100% (3)	0% (0)	0% (0)	100% (3)	0% (0)	0% (0)	0% (0)	100% (3)	0% (0)
AMC	70% (14)	20% (4)	10% (2)	90% (18)	5% (1)	5% (1)	50% (10)	50% (10)	0% (0)
ATEC	33% (1)	33% (1)	33% (1)	100% (3)	0% (0)	0% (0)	66% (2)	33% (1)	0% (0)
TRADOC	53% (8)	20% (3)	27% (4)	60% (9)	27% (4)	13% (2)	87% (13)	13% (2)	0% (0)
FORSCOM	50% (7)	29% (4)	21% (3)	93% (13)	7% (1)	0% (0)	64% (9)	36% (5)	0% (0)
MDW	50% (2)	25% (1)	25% (1)	50% (2)	0% (0)	50% (2)	0% (0)	100% (4)	0% (0)
MTMC	0% (0)	100% (1)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)
MEDCOM	66% (2)	0% (0)	34% (1)	66% (2)	0% (0)	34% (1)	67% (2)	33% (1)	0% (0)
USARPERSCOM	0% (0)	100% (1)	0% (0)	100% (1)	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)
USARSO	100% (1)	0% (0)	0% (0)	100% (0)	0% (0)	0% (0)	0% (0)	100% (10)	0% (0)
OSA (HQDA)	0% (0)	0% (0)	100% (1)	0% (0)	0% (0)	100% (1)	0% (0)	100% (1)	0% (0)
USMA	100% (1)	0% (0)	0% (0)	100% (0)	0% (0)	0% (0)	0% (0)	100% (1)	0% (0)
USAREUR	88% (8)	12% (1)	0% (0)	88% (8)	0% (0)	100% (1)	64% (7)	36% (4)	0% (0)
EUSA	100% (4)	0% (0)	0% (0)	100% (4)	0% (0)	0% (0)	50% (2)	50% (2)	0% (0)

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

3-1
FY01 Grade Accuracy

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
AMC			
Anniston Army Depot, Anniston, Alabama	30	30	100%
FORSCOM			
Fort McPherson, Georgia	33	32	96%
Fort Stewart, Georgia	31	29	94%
Fort Bragg, North Carolina	40	37	92%
TRADOC			
Fort Gordon, Georgia	30	29	97%
Fort Lee, Virginia	30	27	90%
Fort Monroe, Virginia	28	28	100%
Fort Benning, Georgia	35	35	100%
USACE			
USACE Jacksonville, Jacksonville, Florida	31	29	94%
USACE Mobile, Mobile, Alabama	30	28	93%
MTMC			
Military Ocean Terminal, Sunny Point, North Carolina	24	24	100%
TOTAL	342	328	96%

3-2
FY01 Assignment Accuracy

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
AMC			
Anniston Army Depot, Anniston, Alabama	30	30	100%
FORSCOM			
Fort McPherson, Georgia	33	29	88%
Fort Stewart, Georgia	31	28	90%
Fort Bragg, North Carolina	40	30	75%
TRADOC			
Fort Gordon, Georgia	30	27	90%
Fort Lee, Virginia	30	25	83%
Fort Monroe, Virginia	28	24	86%
Fort Benning, Georgia	35	31	89%
USACE			
USACE Jacksonville, Jacksonville, Florida	31	30	97%
USACE Mobile, Mobile, Alabama	30	25	83%
MTMC			
Military Ocean Terminal, Sunny Point, North Carolina	24	22	92%
TOTAL	257	224	87%

3-3
FY01 Performance Appraisals
Regulatory and Procedural Compliance Rate

Review Site	# Actions Reviewed	# Actions Accurate	% Accuracy
AMC			
Anniston Army Depot, Anniston, Alabama	24	20	83%
FORSCOM			
Fort McPherson, Georgia	9	9	100%
Fort Stewart, Georgia	22	21	95%
Fort Bragg, North Carolina	39	28	72%
TRADOC			
Fort Gordon, Georgia	28	24	86%
Fort Lee, Virginia	20	18	90%
Fort Monroe, Virginia	15	12	80%
Fort Benning, Georgia	25	17	68%
USACE			
USACE Jacksonville, Jacksonville, Florida	20	18	90%
USACE Mobile, Mobile, Alabama	15	11	73%
MTMC			
Military Ocean Terminal, Sunny Point, North Carolina	15	14	93%
TOTAL	232	192	83%

3-4 Arbitration Decisions

MACOM Breakout - FY01

Cmd Code	MACOM	Grievances to Arbitration	Union Prevailed	Management Prevailed	Split or Mitigated
AE	ACQ EXEC SPT AGCY	1	0	1	0
AT	ATEC	0	0	0	0
AS	INSCOM	0	0	0	0
AU	AAA	0	0	0	0
CB	CIDC	0	0	0	0
CE	USACE	16	1	11	1
E1	USAREUR*	0	0	0	0
FC	FORSCOM**	6	1	3	1
GB	ARMY NATIONAL GUARD	0	0	0	0
HR	RESERVE CMD	2	1	1	0
JA	JOINT ACTIVITIES	0	0	0	0
MA	MIL ACADEMY	3	0	0	0
MC	MEDCOM***	12	4	4	2
MT	MTMC	0	0	0	0
MW	MDW	0	1	0	0
P1	USARPAC	1	1	0	0
P8	8TH ARMY/KOREA	0	0	0	0
PC	MEPCOM	0	0	0	0
RC	USAREC	0	0	0	0
SC	SPACE & STRAT DEF CMD	1	0	0	0
SP	USASOC	0	0	0	0
SU	USARSO	0	0	0	1
TC	TRADOC	4	1	2	1
X1	AMC	14	2	2	2
	HQDA****	0	0	0	0
ARMY WIDE		60	12	24	8

* Includes command code J1 (NATO/SHAPE).

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

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

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

3-5 Unfair Labor Practice Complaints

MACOM Breakout - FY01

Cmd Code	MACOM	ULP Charges Filed by Union	ULP Complaints Issued by FLRA
AE	ACQ EXEC SPT AGCY	0	0
AT	ATEC	0	0
AS	INSCOM	0	0
AU	AAA	0	0
CB	CIDC	0	0
CE	USACE	66	2
E1	USAREUR*	0	0
FC	FORSCOM**	25	3
GB	ARMY NATIONAL GUARD	0	0
HR	RESERVE CMD	97	7
JA	JOINT ACTIVITIES	0	0
MA	MIL ACADEMY	7	0
MC	MEDCOM***	37	7
MT	MTMC	3	0
MW	MDW	1	0
P1	USARPAC	5	0
P8	8TH ARMY/KOREA	29	0
PC	MEPCOM	5	0
RC	USAREC	0	0
SC	SPACE & STRAT DEF CMD	1	0
SP	USASOC	0	0
SU	USARSO	6	0
TC	TRADOC	48	3
X1	AMC	35	1
	HQDA****	0	0
ARMY WIDE		365	23

* Includes command code J1 (NATO/SHAPE).

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

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

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

3-7

Federal Employees Compensation Act (FECA) Benefits

FY 01 Data by MACOM

DOL Chargeback Costs (\$ Millions)										
Command	Fiscal Year									
	92	93	94	95	96	97	98	99	00	01
AMC	57.5	57.7	58.9	58.9	56.8	54.3	54.4	54.3	51.5	56
FORSCOM	22.5	24.0	23.4	22.2	22.6	21.9	20.7	20.2	21.0	23.5
TRADOC	18.0	18.6	19.2	18.4	18.3	17.3	17.0	17.1	17.6	17
USACE	18.9	18.1	18.9	18.9	18.0	18.3	19.6	19.2	19.2	18
NGB	14.5	14.8	15.9	15.4	15.8	15.6	16.2	17.2	17.6	18.5
OTHER	30.2	31.0	32.1	31.7	32.5	32.4	34.2	35.2	40.1	36
Total	161.6	164.2	168.4	165.5	164.0	159.8	162.1	163.2	167.0	169.0

Long Term Injury Claims										
Command	Fiscal Year									
	92	93	94	95	96	97	98	99	00	01
AMC	1257	1223	1241	1210	1134	1071	993	966	936	937
FORSCOM	546	605	577	643	538	493	470	452	430	477
TRADOC	374	349	349	388	317	294	287	287	265	293
USACE	378	363	336	348	327	329	334	327	314	304
NGB	316	326	336	333	357	359	359	356	366	358
OTHER	722	625	692	526	698	716	704	707	714	709
Total	3593	3491	3531	3448	3371	3262	3147	3095	3025	3078

Expanded Indicator 3-8
Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds

Obligation and Execution Figures - FY01

CMD CODE	MACOM	Dollars (In Thousands)		Workyears	
		Estimate	Execution	Estimate	Execution
AS	INSCOM	529	235	10.46	3.50
AT	ATEC	1,251	616	20.34	9.33
CB	CIDC	104	102	1.83	1.75
CE	USACE	5,564	4,967	104.75	82.30
E1	USAREUR	624	526	11.87	7.08
FC	FORSCOM	2,808	2,485	53.62	47.15
MA	MILITARY ACADEMY	260	153	4.07	1.92
MC	MEDCOM	728	433	12.53	8.16
MP	PERSCOM	52	49	1.00	0.83
MT	MTMC	416	268	6.97	3.58
MW	MDW	724	201	13.94	3.08
P1	USARPAC	468	179	7.97	2.00
P8	EUSA	312	205	5.98	3.50
RC	USAREC	104	70	1.49	0.58
SC	SMDC	208	64	4.32	1.00
SP	USASOC	364	336	8.55	6.83
TC	TRADOC	6,292	5,630	117.03	101.46
X1	AMC	15,184	12,907	243.49	218.58
	USAFMSA	364	673	6.56	8.66
	HQDA	2,028	2,493	50.13	43.23
	SAFETY CENTER	1,456	2,007	21.33	26.32
	ARPERSCOM				
	FCR TRANSPORTATION	1,610	1,720	24.49	24.07
	FCR CIVILIAN PERSONNEL	2,430	2,099	34.69	33.99
	FCR LOGISTICS	2,548	2,034	43.16	34.32
	ARMY WIDE	46,428	40,452	810.57	673.22

**Expanded Indicator 3-8
Accuracy of MACOM and Career Program Budget Estimates
For ACTEDS Intern Funds (Cont.)**

Historical Execution Percentages

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

3-9

Percent of Pre-Identified Emergency Essential Employees with Signed Agreements

FY01 Data by MACOM

Cmd Code	MACOM	Col A Emergency Essential (EE) Employee	Col B EE Employee not in EE Position	Col C EE Employee in EE Position	Col D EE in EE with Signed Agreements	Col E Percent with Signed Agreements
AE	ACQ EXEC SPT AGCY	4	4	0	0	NA
AS	INSCOM	8	4	4	4	100%
AT	OTEC	2	2	0	0	NA
AU	AAA	0	0	0	0	NA
CB	CIDC	6	5	1	1	100%
CE	USACE	118	88	30	27	90%
E1	USAREUR*	44	28	15	8	53%
FC	FORSCOM**	119	80	39	38	97%
GB	NGB (Title 5)	3	3	0	0	NA
HR	RESERVE CMD	0	0	0	0	NA
JA	JOINT ACTIVITIES	33	17	16	16	100%
MA	MIL ACADEMY	58	58	0	0	NA
MC	MEDCOM***	44	43	1	1	100%
MT	MTMC	17	6	11	8	73%
MW	MDW	6	6	0	0	NA
P1	USARPAC	28	9	19	19	100%
P8	8TH ARMY/KOREA	172	52	120	113	94%
PC	MEPCOM	0	0	0	0	NA
RC	USAREC	0	0	0	0	NA
SC	SPACE & STRAT DEF	0	0	0	0	NA
SP	USASOC	12	2	10	10	100%
SU	USARSO	0	0	0	0	NA
TC	TRADOC	13	11	2	2	NA
X1	AMC	518	262	256	253	99%
	HQDA****	32	30	1	1	100%
	ARMY WIDE	1237	710	525	501	95.4%

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

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

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

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

Col E: Col D divided by Col C.

* Includes command code J1 (NATO/SHAPE).

** Includes command codes FS (US Army Signal Command) & CZ (Information Systems Command).

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

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

**4-1
Satisfaction with Job**

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

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

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

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

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

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

MACOM Breakout

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

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

4-2

Satisfaction with Career - Recommendation to Others

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

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

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

MACOM Breakout

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

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

4-3
Satisfaction with Supervisor

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

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

4-3 (Cont.)
Satisfaction with Supervisor

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

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

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

MACOM Breakout

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

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

4-4
Satisfaction with Management

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

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

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

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

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

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

MACOM Breakout

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

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

4-5

Satisfaction with Promotion System

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

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

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

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

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

* Item only on supervisor survey.

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

MACOM Breakout

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

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

4-6

Satisfaction with Awards and Recognition

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

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

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

MACOM Breakout

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

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

4-7

Satisfaction with Discipline/Grievances/EEO Procedures

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

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

MACOM Breakout

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

4-8
Satisfaction with Work Group

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

4-8 (Cont.)
Satisfaction with Work Group

MACOM Breakout

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

4-9

Satisfaction with Amount of Authority

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

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

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

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

MACOM Breakout

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

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

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

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

* Item only on employee survey.

** Item only on supervisor survey.

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

MACOM Breakout

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

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

4-11
Satisfaction with Fairness

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

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

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

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

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

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

MACOM Breakout

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

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

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

MACOM Breakout - FY01

Cmd Code	MACOM	Formal Agency Grievances
AE	ACQ EXEC SPT AGCY	0
AS	INSCOM	2
AT	ATEC	0
AU	AAA	0
CB	CIDC	4
CE	USACE	46
E1	USAREUR*	38
FC	FORSCOM**	19
GB	ARMY NATIONAL GUARD	0
HR	RESERVE CMD	0
JA	JOINT ACTIVITIES	6
MA	MIL ACADEMY	2
MC	MEDCOM***	63
MT	MTMC	4
MW	MDW	3
P1	USARPAC	9
P8	8TH ARMY/KOREA	2
PC	MEPCOM	9
RC	USAREC	2
SC	SPACE & STRAT DEF CMD	0
SP	USASOC	1
SU	USARSO	0
TC	TRADOC	12
X1	AMC	25
	HQDA****	2
	ARMY WIDE	249

* Includes command code J1 (NATO/SHAPE).

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

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

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

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

MACOM Breakout - FY01

Cmd Code	MACOM	Negotiated Grievances
AE	ACQ EXEC SPT AGCY	0
AS	INSCOM	0
AT	OTEC	0
AU	AAA	0
CB	CIDC	0
CE	USACE	171
E1	USAREUR*	0
FC	FORSCOM**	99
GB	ARMY NATIONAL GUARD	0
HR	RESERVE CMD	51
JA	JOINT ACTIVITIES	0
MA	MIL ACADEMY	24
MC	MEDCOM***	198
MT	MTMC	2
MW	MDW	1
P1	USARPAC	9
P8	8TH ARMY/KOREA	13
PC	MEPCOM	8
RC	USAREC	2
SC	SPACE & STRAT DEF CMD	0
SP	USASOC	1
SU	USARSO	1
TC	TRADOC	68
X1	AMC	204
	HQDA****	3
ARMY WIDE		855

* Includes command code J1 (NATO/SHAPE).

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

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

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

4-14

Problems with Pay Administration

Question	Employee Results	
	Count	Percent
Have you had a problem with your pay (e.g., getting your check sent to the right place, receiving the correct amount) in the last 12 months?		
yes	5567	12%
no	38884	88%
totals	44451	100%
Was the problem resolved before your next pay period?		
yes	1592	28%
no	4033	72%
totals	5625	100%

Supervisor Results	
Count	Percent
947	11%
7910	89%
8857	100%
229	25%
705	75%
934	100%

**4-14 (Cont.)
Problems with Pay Administration**

Have you had a problem with your pay in the last 12 months?

MACOM	Employee Results	
	Count	Percent
AMC	879	10%
FORSCOM	496	12%
MEDCOM	723	14%
TRADOC	452	10%
USACE	1368	13%
USAREUR	251	25%
OTHER	1398	15%
TOTAL ARMY	5567	12%

Supervisor Results	
Count	Percent
96	8%
113	11%
102	11%
90	8%
158	9%
112	22%
276	12%
947	11%

Region	Employee Results	
	Count	Percent
Europe	414	26%
Korea	110	30%
NC	486	10%
NCR	669	19%
NE	656	9%
Pacific	244	14%
SC	695	9%
SE	940	14%
SW	710	11%
W	456	12%
TOTAL ARMY	5380	12%

Supervisor Results	
Count	Percent
154	23%
48	21%
54	6%
101	13%
70	7%
85	17%
100	8%
139	11%
94	8%
50	8%
895	11%

Was the problem resolved before your next pay period?

MACOM	Employee Results	
	Count	Percent
AMC	256	29%
FORSCOM	144	29%
MEDCOM	238	32%
TRADOC	141	30%
USACE	388	27%
USAREUR	47	29%
OTHER	378	19%
TOTAL ARMY	1592	28%

Supervisor Results	
Count	Percent
15	16%
31	28%
33	35%
22	25%
42	26%
23	21%
63	23%
229	25%

4-14 (Cont.)
Problems with Pay Administration

Region	Employee Results	
	Count	Percent
Europe	84	21%
Korea	24	21%
NC	169	34%
NCR	162	24%
NE	205	31%
Pacific	70	27%
SC	222	32%
SE	251	26%
SW	213	30%
W	134	30%
TOTAL ARMY	1534	28%

Supervisor Results	
Count	Percent
28	19%
12	26%
15	26%
21	23%
17	23%
15	19%
31	30%
31	23%
22	24%
20	42%
212	25%

5-2

Work Force - Educational Level by PATCO

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

Category	92	93	94	95	96	97	98	99	00	01
ARMY										
Professional										
Degree	47,483	45,491	44,388	43,537	42,321	40,735	39,180	38,026	37,281	37,099
Non-Degree	7,740	6,772	6,754	6,472	6,287	6,260	6,268	6,386	6,525	6,630
Total Workforce	55,223	52,263	51,142	50,009	48,608	46,995	45,448	44,412	43,806	43,729
Administrative										
Degree	26,629	25,839	25,167	25,037	24,573	23,534	23,101	22,560	22,507	22,013
Non-Degree	40,364	36,550	34,895	33,823	33,176	32,427	32,114	32,276	33,212	6,630
Total Workforce	66,993	62,389	60,062	58,860	57,749	55,961	55,215	54,836	55,719	56,205
Technical										
Degree	5,662	5,117	5,065	5,014	4,642	4,331	4,113	3,870	4,209	3,724
Non-Degree	46,440	40,138	39,113	38,372	36,985	35,092	33,857	32,623	29,190	29,748
Total Workforce	52,102	45,255	44,178	43,386	41,627	39,423	37,970	36,493	33,399	33,472
Clerical										
Degree	3,066	2,692	2,365	2,298	2,044	1,862	1,675	1,514	1,834	1,525
Non-Degree	46,380	39,173	35,619	33,199	29,852	26,825	23,918	21,843	21,874	20,041
Total Workforce	49,446	41,865	37,984	35,497	31,896	28,687	25,593	23,357	23,708	21,566
Other										
Degree	248	274	286	261	274	259	264	277	304	318
Non-Degree	7,000	6,417	5,986	5,143	5,113	4,995	4,780	4,756	4,842	5,186
Total Workforce	7,248	6,691	6,272	5,404	5,387	5,254	5,044	5,033	5,146	5,504
DOD										
Professional										
Degree	152,546	149,133	144,406	140,317	136,119	128,267	123,903	120,919	119,835	NA
Non-Degree	21,437	19,950	19,751	19,472	20,475	20,199	22,505	21,093	24,395	NA
Total Workforce	173,983	169,083	164,157	159,789	156,594	148,466	146,408	142,012	144,230	NA
Administrative										
Degree	73,801	72,889	72,461	71,648	70,971	68,575	67,321	65,710	65,910	NA
Non-Degree	120,532	113,466	109,990	106,362	104,817	102,501	101,546	100,934	102,275	NA
Total Workforce	194,333	186,355	182,451	178,010	175,788	171,076	168,867	166,644	168,185	NA
Technical										
Degree	15,340	15,067	14,877	14,657	13,964	13,201	12,357	11,676	11,804	NA
Non-Degree	133,743	127,562	124,378	120,400	115,658	108,890	103,807	99,182	94,936	NA
Total Workforce	149,083	142,629	139,255	135,057	129,622	122,091	116,164	110,858	106,740	NA
Clerical										
Degree	7,345	6,862	6,320	5,739	5,227	4,802	4,292	3,895	3,860	NA
Non-Degree	123,672	110,876	102,115	91,847	83,462	76,212	68,546	62,762	57,639	NA
Total Workforce	131,017	117,738	108,435	97,586	88,689	81,014	72,838	66,657	61,499	NA
Other										
Degree	703	757	775	751	762	700	726	717	771	NA
Non-Degree	20,401	20,187	19,049	16,611	15,919	15,086	14,965	14,818	14,801	NA
Total Workforce	21,104	20,944	19,824	17,362	16,681	15,786	15,691	15,535	15,572	NA

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

Category	92	93	94	95	96	97	98	99	00	01
FEDERAL GOV'T										
Professional										
Degree	421,766	420,280	414,779	409,807	398,463	386,438	378,650	356,528	355,160	NA
Non-Degree	66,169	65,432	63,429	62,356	61,199	58,888	61,054	63,258	66,322	NA
Total Workforce	487,935	485,712	478,208	472,163	459,662	445,326	439,704	419,786	421,482	NA
Administrative										
Degree	268,161	266,105	263,228	258,994	256,887	254,929	257,497	256,290	260,433	NA
Non-Degree	285,806	282,634	279,820	274,821	272,656	268,992	273,898	283,444	289,512	NA
Total Workforce	553,967	548,739	543,048	533,815	529,543	523,921	531,395	539,734	549,512	NA
Technical										
Degree	58,225	55,836	55,311	52,974	51,715	51,176	50,442	46,636	46,530	NA
Non-Degree	358,888	348,170	338,774	323,226	314,529	305,526	299,082	298,296	293,393	NA
Total Workforce	417,113	404,006	394,085	376,200	366,244	356,702	349,524	344,932	339,923	NA
Clerical										
Degree	23,427	21,865	19,819	18,350	16,616	16,108	14,864	12,772	12,632	NA
Non-Degree	300,213	275,613	254,252	231,673	208,283	193,842	184,034	173,066	163,364	NA
Total Workforce	323,640	297,478	274,071	250,023	224,899	209,950	198,898	185,838	175,996	NA
Other										
Degree	5528	5878	6004	6183	6,513	6,491	7,087	7,247	7,971	NA
Non-Degree	45421	45206	42900	40120	39,988	39,561	40,502	40,862	42,249	NA
Total Workforce	50,949	51,084	48,904	46,303	46,501	46,052	47,589	48,109	50,220	NA

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

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

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

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

5-3
Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

Category	92	93	94	95	96	97	98	99	00	01
Army										
Monetary	161,182	203,054	164,138	171,254	188,755	173,600	177,811	172,783	164,766	177,237
Time Off	0	7,437	25,556	29,767	35,889	36,525	33,860	35,202	35,046	36,476
Total Awards	161,182	210,491	189,694	201,021	224,644	210,125	211,671	207,985	199,812	213,713
Size of the Workforce	289,473	260,292	247,871	239,741	228,456	217,263	207,651	200,835	197,154	195,507
DOD										
Monetary	597,463	660,929	592,854	617,060	610,341	587,899	584,743	567,335	549,435	NA
Time Off	2	32,599	134,254	207,434	217,699	138,083	123,909	114,377	135,631	NA
Total Awards	597,465	693,528	727,108	824,494	828,040	725,982	708,652	681,712	685,066	NA
Size of the Workforce	907,444	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	NA
Federal Government										
Monetary	1,277,864	1,416,187	1,320,022	1,404,666	1,236,390	1,267,623	1,355,444	1,355,171	1,418,996	NA
Time Off	854	40,144	173,211	267,257	313,751	252,866	234,591	252,395	293,480	NA
Total Awards	1,278,718	1,456,331	1,493,233	1,671,923	1,550,141	1,520,489	1,590,035	1,607,566	1,712,476	NA
Size of the Workforce	2,191,546	2,123,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	NA

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

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

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

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

The Nature of Action (NOA) codes used are: Monetary: 873, 874, 875, 876, 877, 878, 879, 885, 889, 891, 892; Time-off: 872.

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

MACOM Breakout of Number of Awards - FY01

Cmd Code	MACOM	Monetary Awards	Time-Off Awards
AE	ACQ EXEC SPT AGCY	2,950	95
AS	INSCOM	871	322
AT	ATEC	3,688	363
AU	AAA	353	138
CB	CIDC	366	170
CE	USACE	39,292	1,161
E1	USAREUR*	5,610	548
FC	FORSCOM**	13,111	4,870
GB	ARMY NATIONAL GUARD	279	19
HR	RESERVE CMD	3,653	3,821
JA	JOINT ACTIVITIES	1,153	704
MA	MIL ACADEMY	1,324	398
MC	MEDCOM***	14,381	7,813
MT	MTMC	1,783	354
MW	MDW	2,408	674
P1	USARPAC	2,356	842
P8	8TH ARMY/KOREA	790	107
PC	MEPCOM	1,528	839
RC	USAREC	1,180	420
SC	SPACE & STRAT DEF CMD	1,768	104
SP	USASOC	900	485
SU	USARSO	462	65
TC	TRADOC	9,318	6,999
X1	AMC	59,497	3,436
	HQDA****	8,216	1,729
ARMY WIDE		177,237	36,476

* Includes command code J1 (NATO/SHAPE).

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

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

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

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

Category	93	94	95	96	97	98	99	00	01
Army									
Suspensions	755	652	693	789	871	845	812	705	749
Removals for Cause	901	770	446	455	468	372	531	318	422
Resignations While Adverse Action Pending	56	55	47	54	51	40	43	48	37
Change to a Lower Grade	10	13	8	21	4	4	8	17	15
Total Disc/Adverse Actions	1,722	1,490	1,194	1,319	1,394	1,261	1,394	1,088	1223
Size of the Workforce	260,292	247,871	239,741	228,456	217,263	207,651	200,835	197,154	195,507
DOD									
Suspensions	2,981	2,721	3,215	3,456	3,450	3,102	2,920	3,010	NA
Removals for Cause	3532	2912	1827	1,936	1,664	1,600	2,265	2,072	NA
Resignations While Adverse Action Pending	202	223	222	206	170	164	113	115	NA
Change to a Lower Grade	52	50	36	54	29	42	31	37	NA
Total Disc/Adverse Actions	6,767	5,906	5,300	5,652	5,313	4,908	5,329	5,234	NA
Size of the Workforce	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	NA
Federal Government									
Suspensions	7,288	7,660	8,737	8,888	9,027	8,402	7,343	8,318	NA
Removals for Cause	9,136	8,335	5,582	5,957	5,511	5,259	8,124	8,403	NA
Resignations While Adverse Action Pending	526	520	521	451	385	412	355	348	NA
Change to a Lower Grade	172	157	129	139	101	92	90	88	NA
Total Disc/Adverse Actions	17,122	16,672	14,969	15,435	15,024	14,165	15,912	17,157	NA
Size of the Workforce	2,123,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	NA

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

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

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

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

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

Number of Actions in Each Category by Fiscal Year

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

Suspensions:

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

NOA: 452 LAC: VAJ, VHJ, USM

Removals for Cause:

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

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

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

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

Resignations While Adverse Action Pending:

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

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

Change to Lower Grade:

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

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

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

Number of Actions in Each Category
MACOM Data for FY01

Cmd Code	MACOM	Suspension	Removal for Cause	Resignation While Adv. Act. Pending	Change to Lower Grade	Total Disc./ Adverse Actions
AE	ACQ EXEC SPT AGCY	0	0	0	0	0
AT	OTEC	18	4	0	1	23
AS	INSCOM	0	3	0	0	3
AU	AAA	0	0	0	0	0
CB	CIDC	4	1	0	0	5
CE	USACE	122	34	5	5	166
E1	USAREUR*	18	25	2	0	45
FC	FORSCOM**	113	60	3	1	177
GB	NGB (Title 5)	0	0	0	0	0
HR	RESERVE CMD	29	39	1	0	69
JA	JOINT ACTIVITIES	3	0	0	0	3
MA	MIL ACADEMY	29	24	0	1	54
MC	MEDCOM***	117	97	9	3	226
MT	MTMC	12	0	0	0	12
MW	MDW	12	11	1	0	24
P1	USARPAC	18	7	0	0	25
P8	8TH ARMY/KOREA	5	1	0	0	6
PC	MEPCOM	0	0	0	0	0
RC	USAREC	0	0	0	0	0
SC	SPACE & STRAT DEF	0	0	0	0	0
SP	USASOC	1	3	1	0	5
SU	USARSO	0	2	0	0	2
TC	TRADOC	51	23	4	1	79
X1	AMC	174	77	6	2	259
	HQDA****	23	11	5	1	40
	ARMY WIDE	749	422	37	15	1223

* Includes command code J1 (NATO/SHAPE).

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

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

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

6-1
RNO Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

Category										
	92	93	94	95	96	97	98	99	00	01
Army										
Black	45,401	41,118	39,180	38,497	37,078	35,088	33,477	32,416	32,355	31,643
Hispanic	15,066	13,557	13,210	13,057	13,032	12,501	12,185	12,051	12,152	12,340
Asian/Pacific	6,791	6,222	6,008	6,118	5,979	5,897	5,751	5,703	5,769	5,867
Native American	3,031	2,762	2,723	2,753	2,632	2,472	2,359	2,333	2,332	2,240
White	216,407	193,904	184,128	176,570	166,887	158,350	150,955	145,260	142,741	142,042
Total Workforce	286,696	257,563	245,249	236,995	225,608	214,308	204,727	197,763	195,349	194,132
DOD										
Black	136,598	129,295	123,093	115,271	109,406	102,182	97,720	94,119	92,852	NA
Hispanic	51,229	48,338	47,074	45,561	44,655	43,143	41,119	38,789	37,297	NA
Asian/Pacific	32,607	32,231	31,317	30,089	29,074	27,753	26,778	26,267	25,559	NA
Native American	8,360	7,826	7,645	7,327	7,056	6,672	6,390	6,241	6,157	NA
White	666,624	621,052	591,785	557,317	531,137	500,079	479,964	460,692	451,542	NA
Total Workforce	895,418	838,742	800,914	755,565	721,328	679,829	651,971	626,108	613,407	NA
Federal Gov't										
Black	364,980	354,811	343,141	330,374	316,375	305,717	302,819	300,756	301,049	NA
Hispanic	120,962	118,396	117,037	116,327	115,869	114,884	115,675	114,859	115,483	NA
Asian/Pacific	67,730	68,891	69,118	69,115	68,384	67,793	67,973	65,617	66,244	NA
Native American	42,450	42,341	41,130	39,742	38,033	37,822	37,592	37,620	37,967	NA
White	1,579,435	1,520,494	1,464,548	1,397,023	1,343,494	1,294,953	1,271,308	1,238,035	1,226,815	NA
Total Workforce	2,175,557	2,104,933	2,034,974	1,952,581	1,882,155	1,821,169	1,795,367	1,756,887	1,747,558	NA

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

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

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

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

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

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

6-2 Gender Breakout of Workforce

Number of Employees in Each Category by Fiscal Year

Category	92	93	94	95	96	97	98	99	00	01
Army										
Female	120,328	105,796	100,447	96,624	91,680	86,861	82,551	79,710	78,486	77,360
Male	169,145	154,498	147,424	143,116	136,776	130,402	125,100	121,125	119,848	118,138
Total Workforce	289,473	260,294	247,871	239,740	228,456	217,263	207,651	200,835	198,334	195,498
DOD										
Female	347,963	327,741	314,534	297,846	285,846	271,600	261,223	251,235	247,778	NA
Male	559,479	522,725	498,157	469,480	446,841	419,589	402,142	386,711	376,965	NA
Total Workforce	907,442	850,466	812,691	767,326	732,687	691,189	663,365	637,946	624,743	NA
Federal Gov't										
Female	951,699	925,138	898,697	867,928	834,739	811,044	803,766	793,095	793,288	NA
Male	1,239,694	1,194,698	1,151,199	1,099,820	1,062,327	1,024,995	1,006,549	979,209	969,255	NA
Total Workforce	2,191,393	2,119,836	2,049,896	1,967,748	1,897,066	1,836,039	1,810,315	1,772,304	1,762,543	NA

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

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

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

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

6-3

Representation of Individuals with Disabilities

Number of Employees in Each Category by Fiscal Year

Category										
	92	93	94	95	96	97	98	99	00	01
Army										
Disability	23,465	20,709	19,393	18,481	17,281	16,273	15,519	14,880	14,738	14,238
No Disability	266,008	239,585	228,478	221,260	211,175	200,990	192,132	185,955	183,596	181,269
Total Workforce	289,473	260,294	247,871	239,741	228,456	217,263	207,651	200,835	198,334	195,507
DOD										
Disability	80,655	74,972	70,830	65,267	61,053	56,627	53,168	50,284	48107	NA
No Disability	826,789	775,494	741,861	702,060	671,634	634,574	610,219	587,690	576650	NA
Total Workforce	907,444	850,466	812,691	767,327	732,687	691,201	663,387	637,974	624,757	NA
Federal Gov't										
Disability	153,864	151,444	145,397	139,861	132,609	127,320	124,384	122,515	120864	NA
No Disability	2,037,682	1,968,672	1,904,775	1,827,890	1,764,458	1,708,732	1,685,957	1,649,818	1641695	NA
Total Workforce	2,191,546	2,120,116	2,050,172	1,967,751	1,897,067	1,836,052	1,810,341	1,772,333	1,762,559	NA

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

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

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

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

Disability is defined as Handicap Codes 06 through 94.