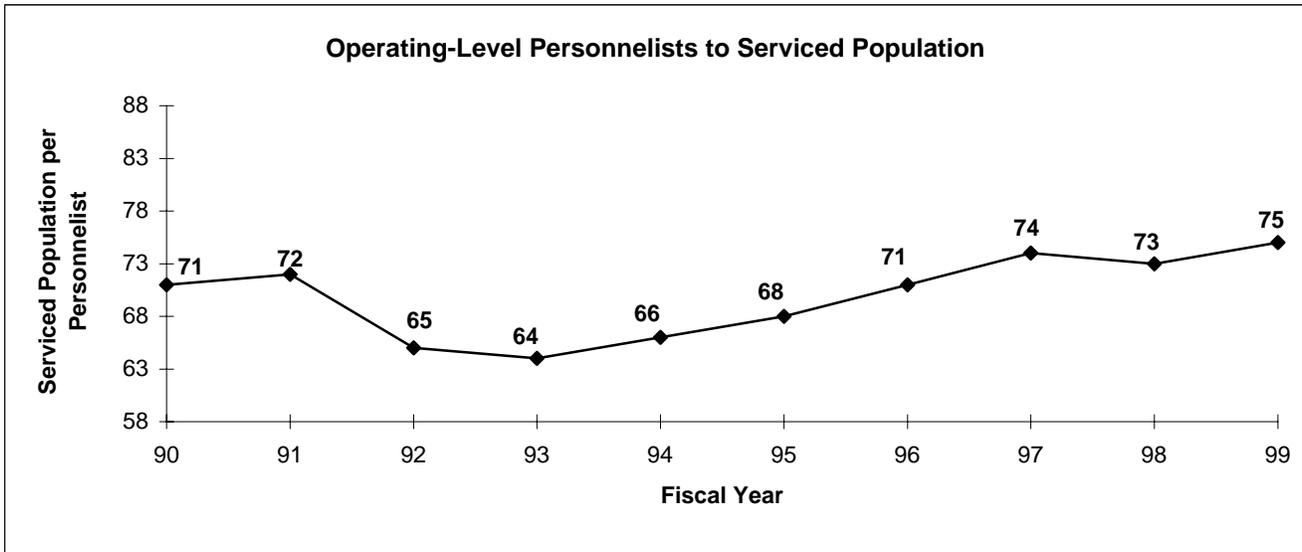


1. Servicing Ratio: Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY01



Source: 1738 Report for FY 90-96; CivPro for FY97-98; CivPro for FY99 serviced population, SFCP-PSR for FY99 personnelists

| Fiscal Year | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 |
|---------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Serviced Population | 417,317 | 387,997 | 349,457 | 308,131 | 288,703 | 274,971 | 266,527 | 249,027 | 238,970 | 230,862 |
| Personnelists | 5,868 | 5,398 | 5,342 | 4,785 | 4,371 | 4,039 | 3,745 | 3,387 | 3,263 | 3,094 |

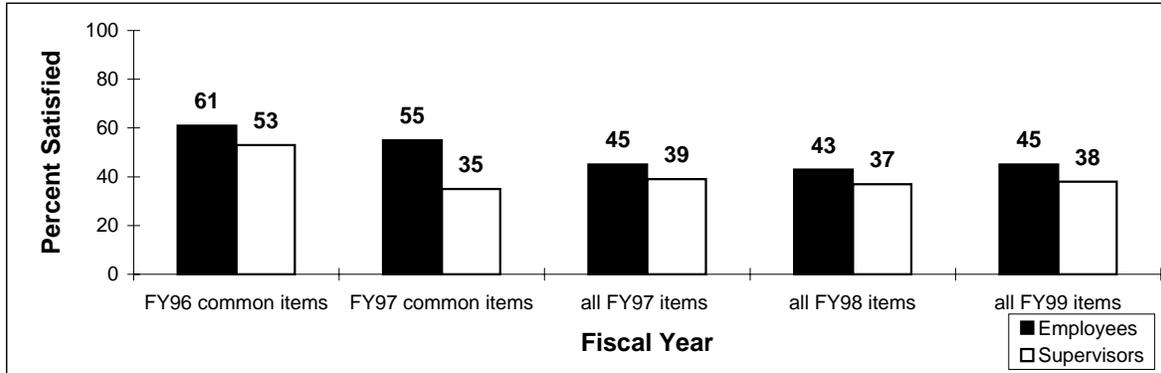
Analysis:

- The servicing ratio increased slightly in FY99. The number of personnelists decreased by 5% in FY99 while the serviced population decreased by only 3%.
- The switch from CivPro to SFCP-PSR for the count of operating-level personnelists in FY99 did not have a significant affect on the data (the CivPro count is 3,095). The SFCP-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.

2. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



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

Analysis:

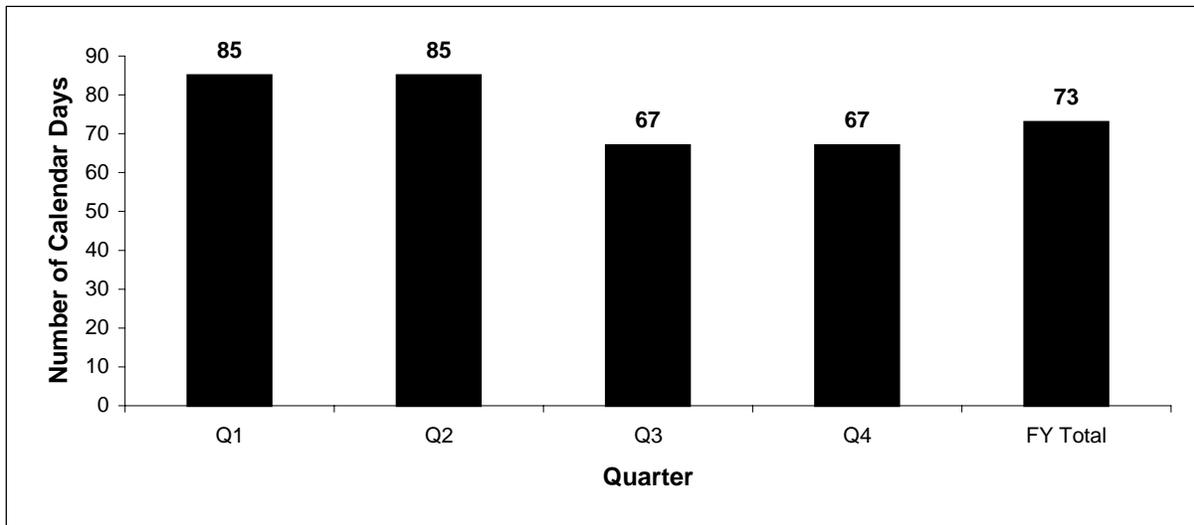
- This indicator measures satisfaction with products and services provided by civilian personnel administrators (CPA). Satisfaction is defined as the top two ratings in a five-point scale.
- The indicator was revised in FY97. Prior to FY97, the employee score was a composite of three survey items; the supervisor score was a composite of twelve survey items; two items overlapped. Currently, the employee score is a composite of eleven survey items; the supervisor score is a composite of twenty survey items; eight items overlap. See Appendix, pp. A1-7, for the rating scale, individual survey items, raw scores, Region results, and MACOM results.
- Direct comparison of FY96 with FY97, FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the results show employee satisfaction with service drops by six points in FY97. Supervisor satisfaction drops by eighteen points in FY97. Since FY97, customer satisfaction has been relatively unchanged. The FY99 objective of five percentage points improvement was not met.
- Overall, employees are more satisfied than supervisors with CPA products and services. Note that employees and supervisors receive different products and services.
- Examining individual items that form the composite, highest satisfaction was with courtesy of civilian personnel staff. Lowest satisfaction was with quality and timeliness of service on human resource planning, reorganizing, classification, and staffing (for supervisors, recruitment and quality of candidates referred; for employees, job and promotion information).
- For FY99 MACOM comparisons, employee customer satisfaction ranges from 49% (TRADOC) to 34% (Europe). Supervisor satisfaction ranges from 45% (TRADOC) to 31% (Europe).
- For FY99 regional comparisons, employee satisfaction ranges from 51% (South Central) to 33% (Korea). Supervisor satisfaction ranges from 45% (West) to 26% (Korea).

Key Indicator

3. Average Number of Days to Fill Positions

Objective: 71 Calendar Days (8% Reduction from FY98)

Assessment: Not Met



Source: CivPro

Analysis:

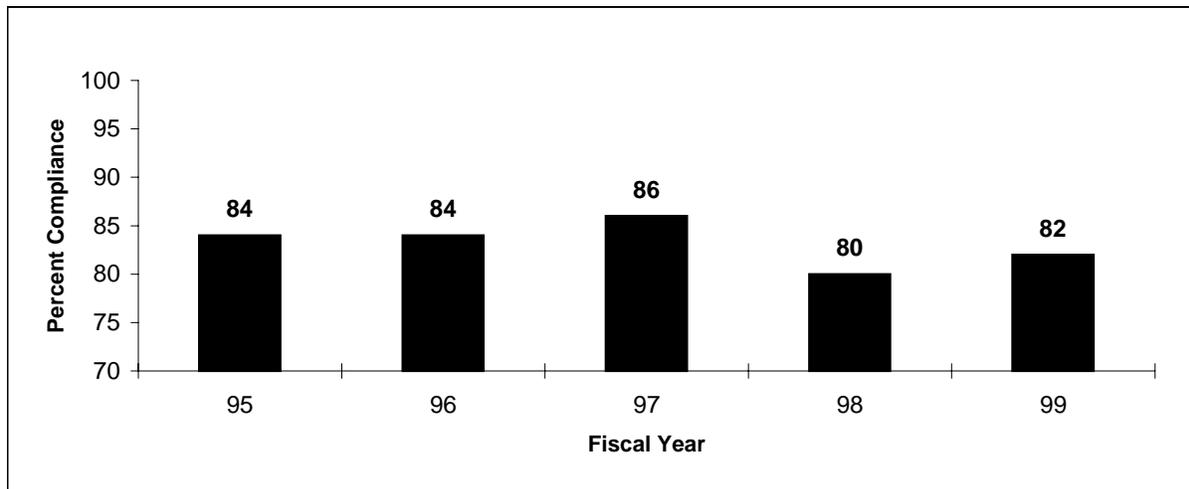
- At the end of FY98, HQDA established an objective of two percent improvement in fill time per quarter. The FY98 fill time was 77 days. Thus, the objective for FY99 is 71 days ($77 \times .92$). The FY Total is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.
- This indicator tracks fill time from receipt of the SF52 in the personnel community (CPAC, CPOC, or CPO) until the vacancy is committed. 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; does not include career ladder promotions or reassignment actions that merely represent a change in duties.
- Despite the improved performance in the last two quarters, the total FY99 fill time decreased by only 5%. The FY99 objective of 8% improvement was not met.
- See Appendix, p. A8, for region breakout.

Key Indicator

4. Effectiveness of Civilian Personnel ADMINISTRATION - Regulatory and Procedural Compliance

Objective: Not Less than 90% Compliance

Assessment: Not Met



Source: USACPEA surveys and OPM reports

Percent Compliance on Indicators Forming the Composite

| Fiscal Year | 95 | 96 | 97 | 98 | 99 |
|---|----|----|----|----|----|
| Timeliness of Benefits Processing (2-1) | 65 | 70 | 76 | 68 | 82 |
| Compliance of Staffing Pgm (2-2) | 96 | 93 | 90 | 82 | 80 |
| Compliance of MER Pgm (2-3) | 92 | 88 | 93 | 91 | 85 |

Analysis:

- This key indicator is a composite of the following three expanded performance indicators presented in Section II: (1) timeliness of processing retirement, refund, and death benefits (indicator 2-1), (2) regulatory and procedural compliance of the staffing program (indicator 2-2), and (3) regulatory and procedural compliance of the management-employee relations program (indicator 2-3). Expanded indicators in this composite relate to areas that are predominantly the responsibility of the personnel community (vs. management). All are reported in terms of percent compliance with a standard.

- Tracking for this indicator begins in FY95 when data were available on all three expanded indicators forming the composite.

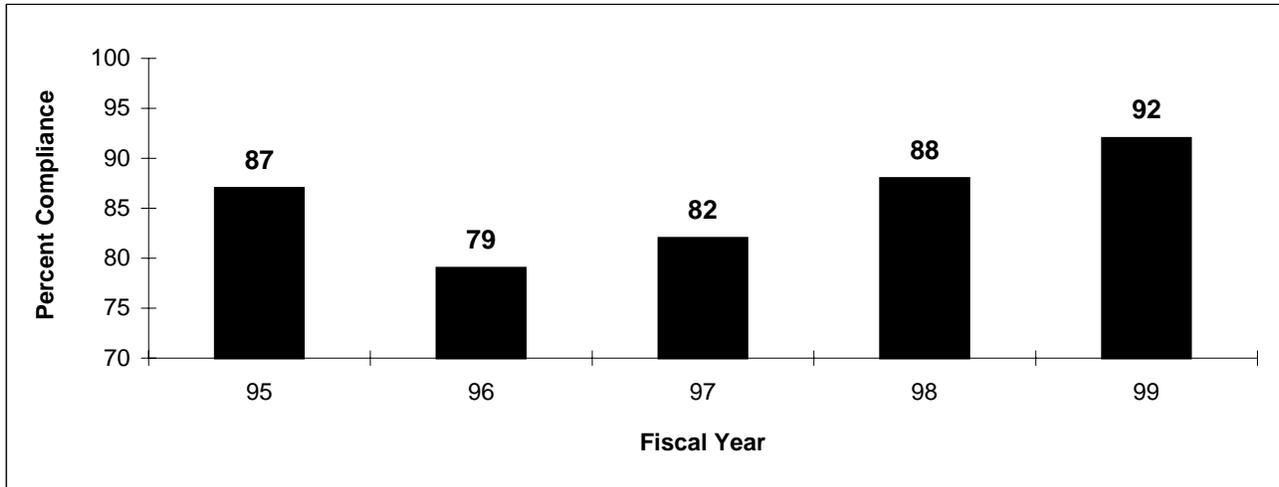
- The objective of at least 90% compliance was not met. However, performance on the three indicators that form the composite score was not equally poor. Benefits processing, at all all-time high, met its 80% objective (all other compliance objectives are 90%). The FY99 compliance rates for MER and staffing programs were based on a much more limited sample of actions than were the rates in previous years.

Key Indicator

5. Effectiveness of Civilian Personnel MANAGEMENT - Regulatory and Procedural Compliance

Objective: Not Less than 90% Compliance

Assessment: Met



Source: USACPEA surveys

Percent Compliance on Indicators Forming the Composite

| Fiscal Year | 95 | 96 | 97 | 98 | 99 |
|-------------------------------------|----|----|----|----|----|
| Grade Accuracy (3-1) | 90 | 87 | 89 | 87 | 89 |
| Assignment Accuracy (3-2) | 85 | 82 | 89 | 88 | 90 |
| Compliance of Perf Appraisals (3-3) | 85 | 67 | 68 | 89 | 98 |

Analysis:

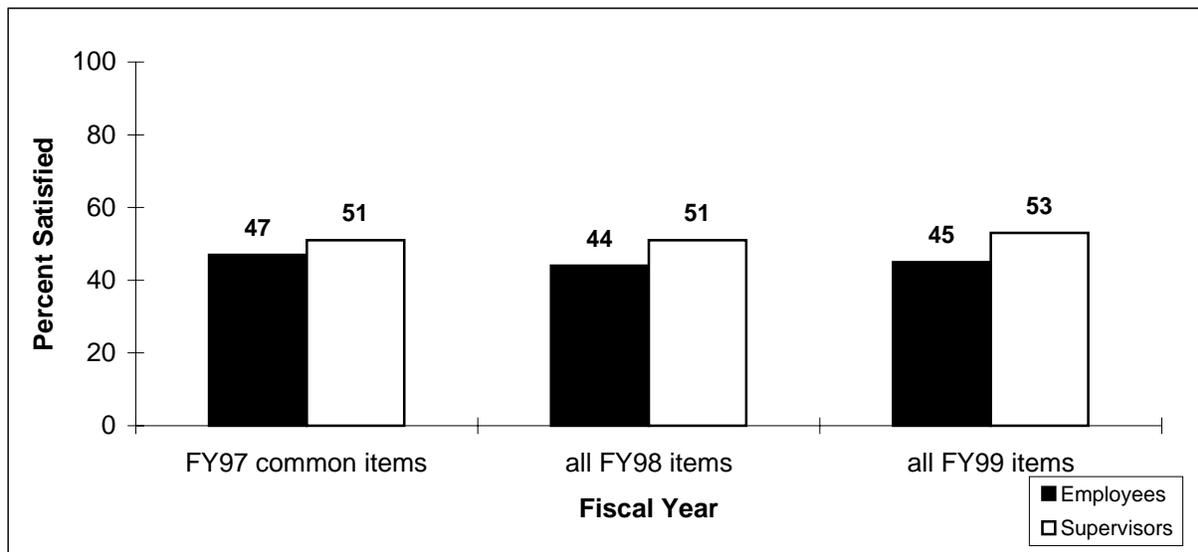
- This key indicator is a composite of the following three expanded performance indicators presented in Section II: (1) grade accuracy (indicator 3-1), (2) assignment accuracy (indicator 3-2), and (3) regulatory and procedural compliance of performance appraisals (indicator 3-3). Expanded indicators in this composite relate to areas that are predominantly the responsibility of management (vs. the personnel community). All are reported in terms of percent in compliance with an objective. In previous *Annual Evaluations*, this indicator had a fourth component - regulatory and procedural compliance of the training program. CPEA did not study that in FY98 or FY99. The historical averages shown above have been adjusted to account for the removal of training from the composite.

- The objective of at least 90% compliance was met. The increase in FY99 cuts across all three components. The largest improvement, in compliance of performance appraisals, is thought to be due to increased management emphasis on the appraisal process and last year's elimination of the requirement for a senior rater profile.

6. Civilian Work Force Morale

Objective: Not Less Than 5% Improvement Over FY98

Assessment: Not Met



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

Analysis:

- This indicator measures the morale of the civilian work force. Morale is defined as a composite of expanded indicators 4-1 through 4-5, which measure satisfaction with job, career, supervisor, management, and promotion system, respectively. See Appendix, pp. A9-11, for the rating scale, individual composites, raw scores, and MACOM results.
- Direct comparison of FY97 with FY98 and FY99 survey results would be misleading since the composite was substantially changed in FY98 (one expanded indicator was dropped from the survey). However, a trend can be obtained by re-calculating FY97 results based on FY98 common items. When this is done, employee and supervisor morale have remained relatively unchanged. The FY99 objective of 5 percentage points improvement was not met.
- Overall, supervisors have higher morale than employees. Both groups are relatively satisfied with their job and supervisor. Both groups are relatively unsatisfied with their career, management and promotion system.
- For FY99, employee morale ratings range from 50% (Europe) to 39% (AMC). Supervisor morale does not vary as much, ranging from a 55% (Europe) to 50% (FORSCOM).