

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

**E**ach 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 FY00 *Annual Evaluation* presents the results of our evaluation efforts.

Our results this year show marked achievement and progress. Frankly, we are getting a lot “healthier.” In FY96 we shifted our approach to program evaluation, focusing on outcomes and results as measured against objectives. Where we could reasonably set objectives, we met or exceeded only 14% of them. Since FY96 we not only improved our own service delivery, we also helped managers and supervisors improve the way they exercise their responsibility to lead and care for the civilian work force. In FY99 we met or exceeded 26% of our objectives. By the end of FY00 we met or exceeded 48% of our objectives, including important gains in the time it takes to fill jobs, and, our single best indicator of performance, customer satisfaction. That’s progress. While we have not reached the performance excellence that we are striving to achieve, we continue to make important strides in that direction. Even though our performance metrics are not as high as we want them to be, for the first time in history we know where we are, based on facts, rather than anecdotes.

The CHR community has faced many challenges. We are experiencing dramatic changes in the way we do business. Processes and procedures are being reengineered. We have downsized, regionalized, and now are working hard to ensure the successful fielding of the Modern Defense Civilian Personnel Data System. We continue to seek ways, through changes in legislation and strategic planning, to simplify or eliminate outmoded civil service rules and produce a more flexible system with fewer rules, faster processes, and more decentralized authorities to manage. We seek a system that can be better understood by managers, employees, and all users – one that is performance-based, attractive to tomorrow’s workforce, budget sensitive, and mission oriented to support our transformed Army.

While my counterparts in other agencies continue to talk about the impact of major initiatives to reinvent government such as the Government Performance and Results Act, the National Performance Review, and crisis in Human Capital on their respective workforces, I find that we are the ones that are actually doing something, rather than talking.

And that, dear colleagues, is a good thing.

{signed}

David L. Snyder

*Army Civilian Human Resource Professionals – Helping Leaders Meet the Mission*