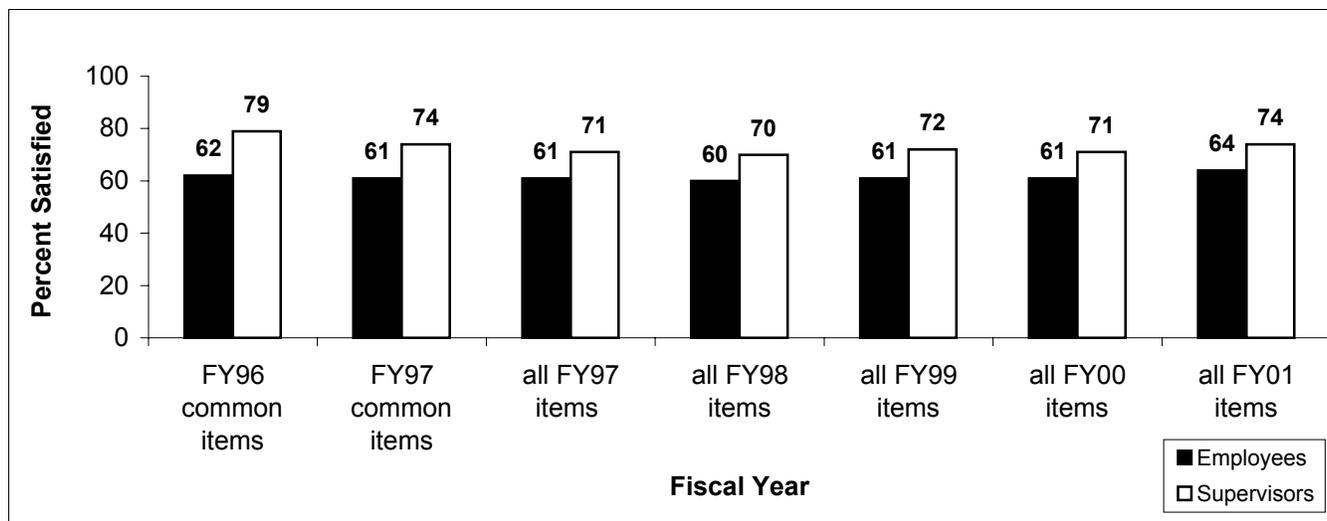


4-1. Satisfaction with Job

Objective: Not Less Than 5% Improvement Over FY00

Assessment: Employees Met; Supervisors Not Met



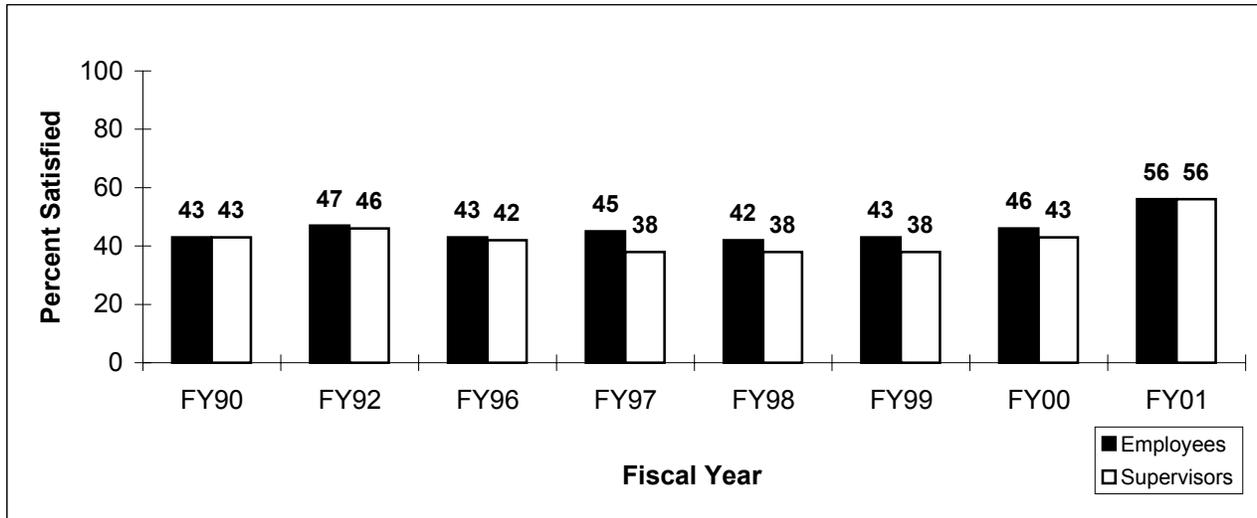
Source: Army Civilian Attitude Survey (employee and supervisor versions)

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)

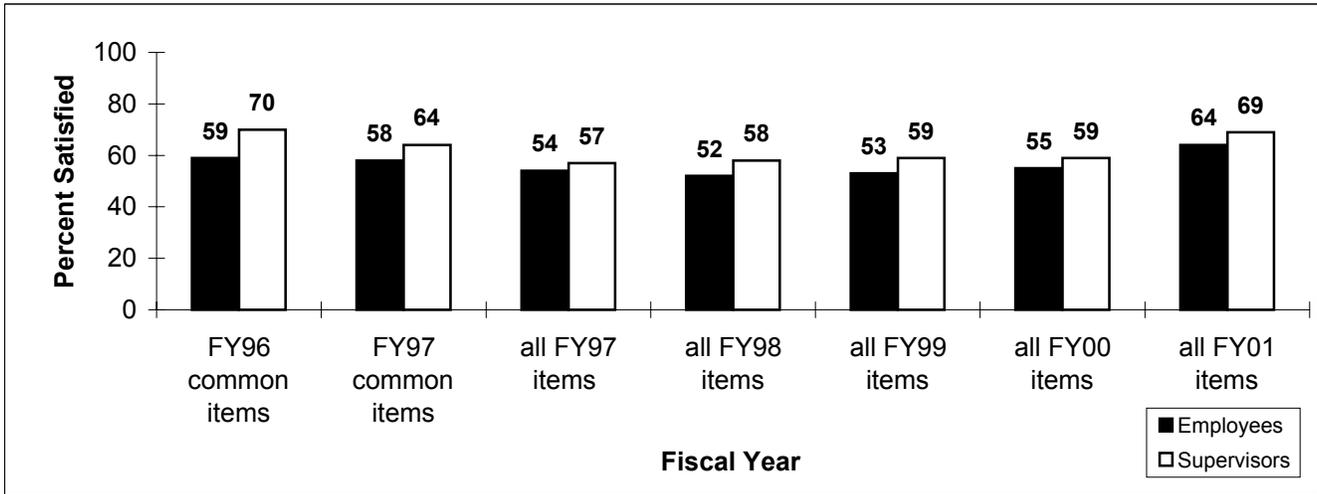
Analysis:

- 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)

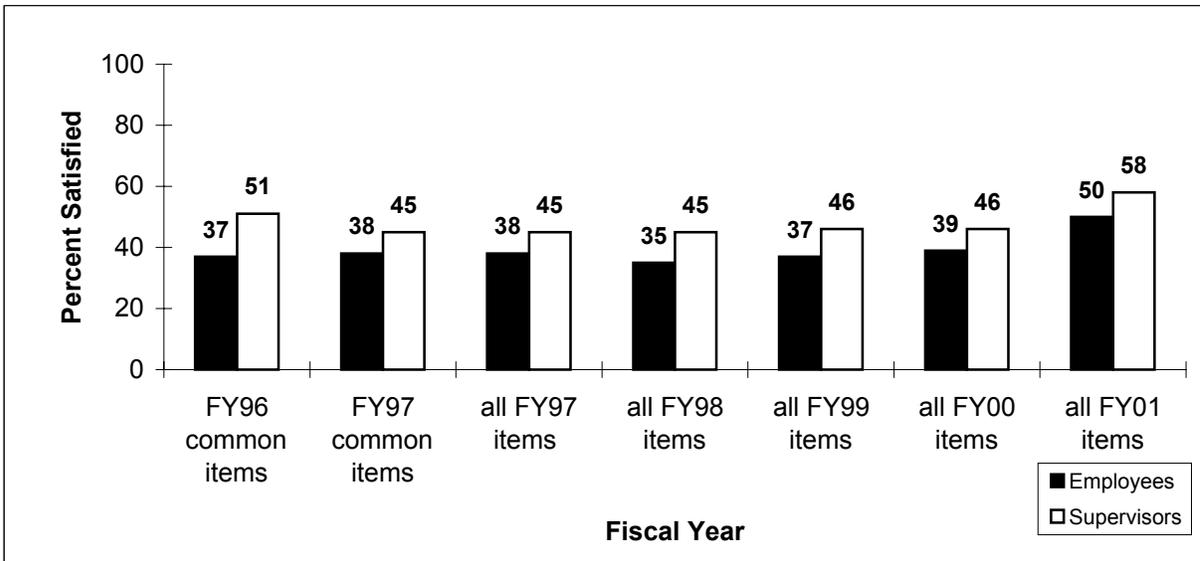
Analysis:

- 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)

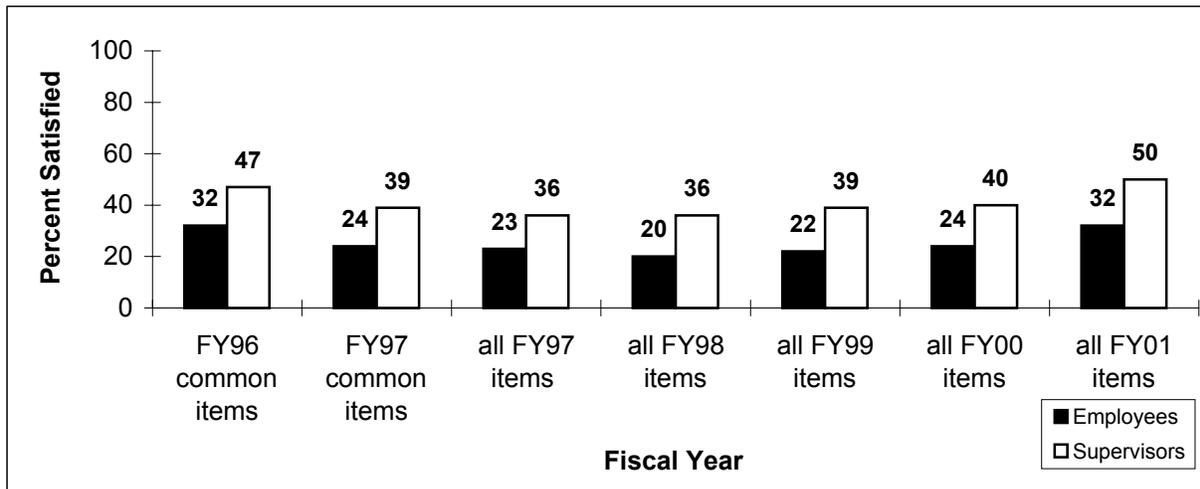
Analysis:

- 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)

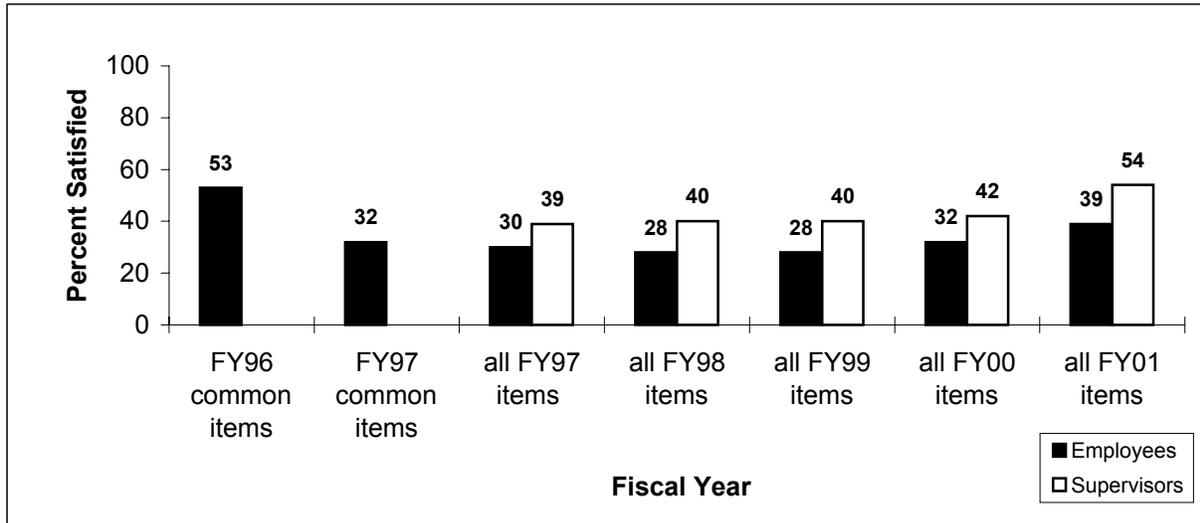
Analysis:

- 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)

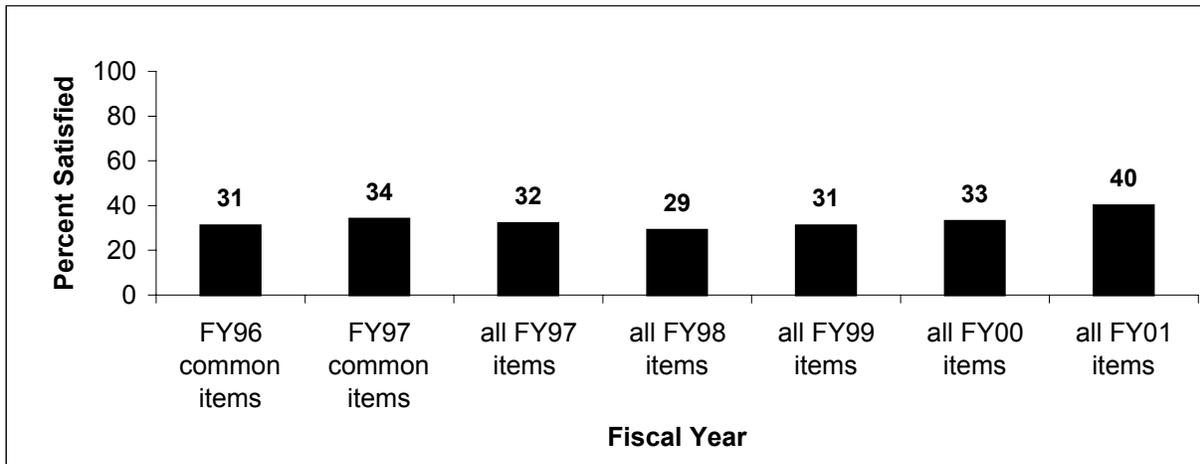
Analysis:

- 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)

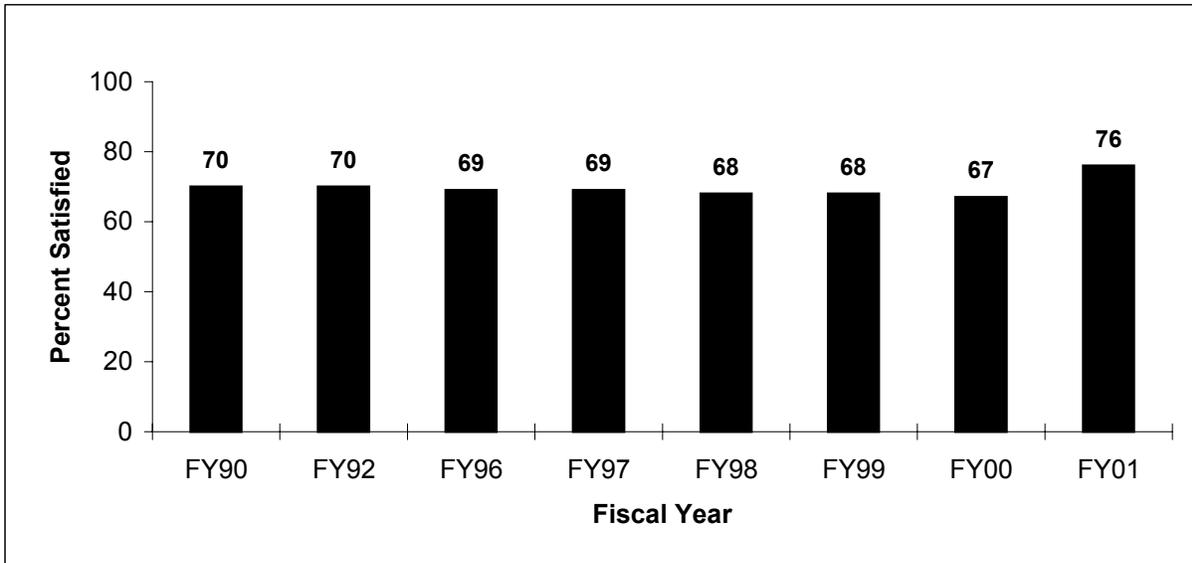
Analysis:

- 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)

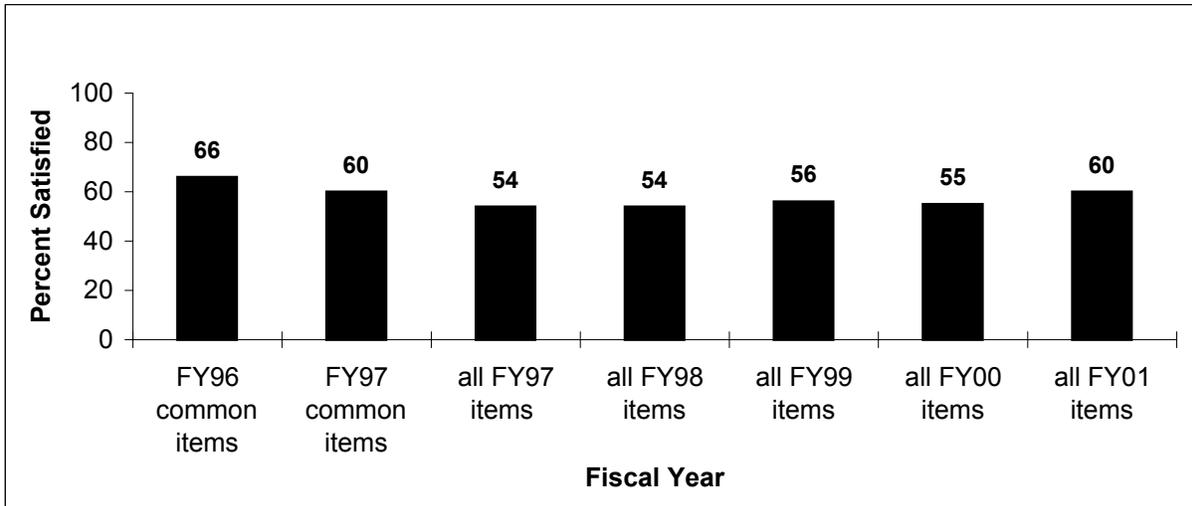
Analysis:

- 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)

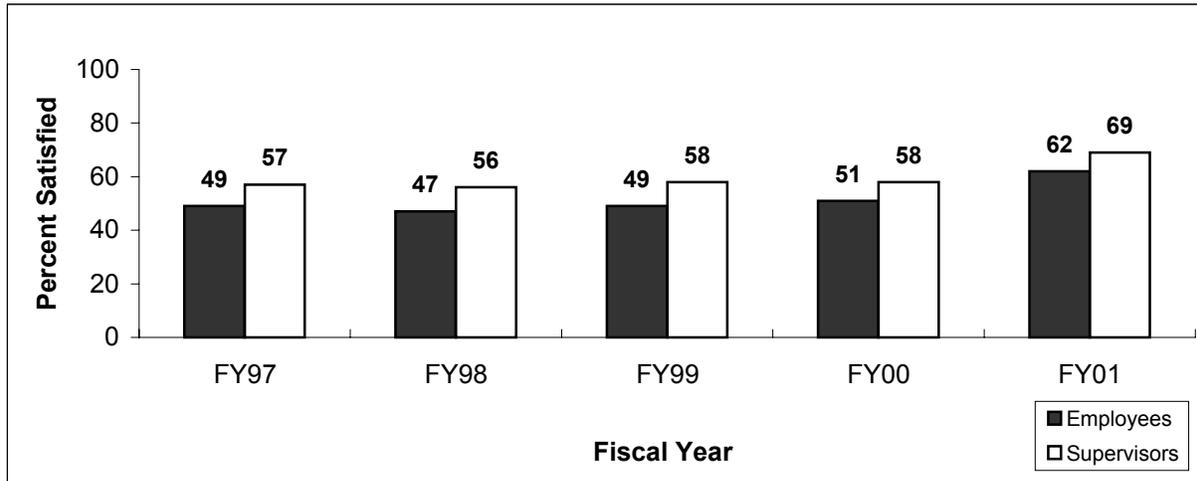
Analysis:

- 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)

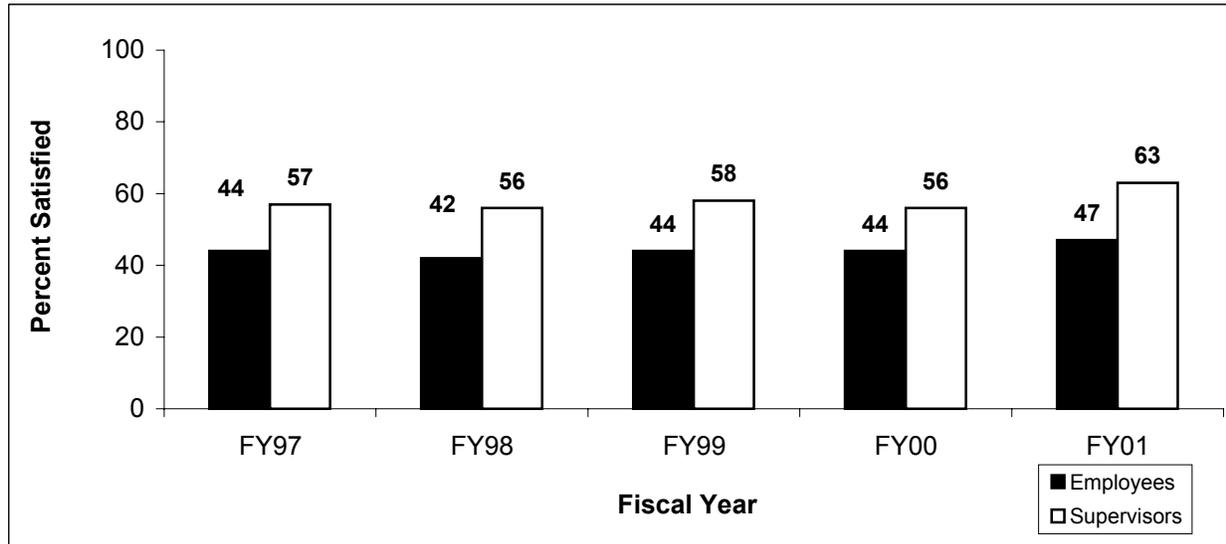
Analysis:

- 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



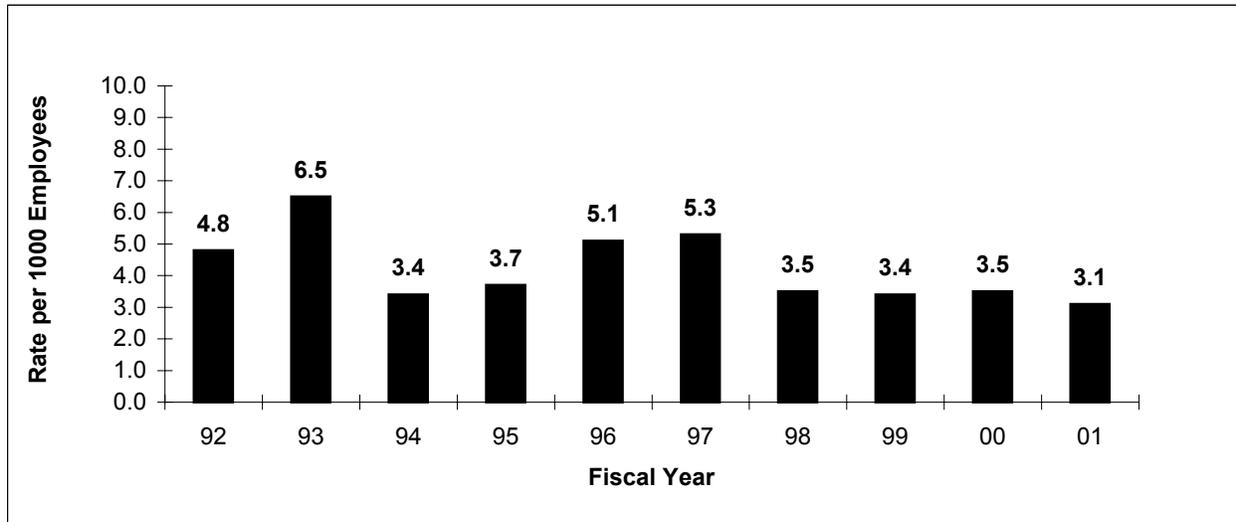
Source: Army Civilian Attitude Survey (employee and supervisor versions)

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

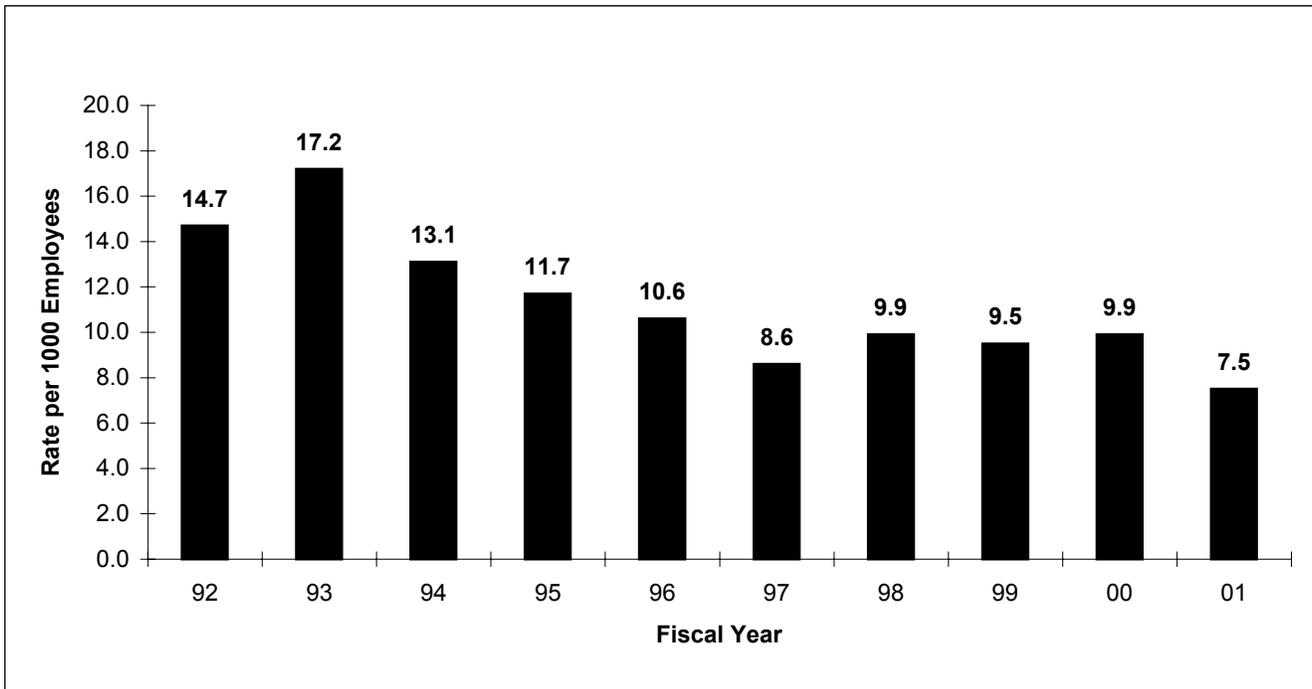
Fiscal Year	92	93	94	95	96	97	98	99	00	01
No. Grievances	631	769	376	387	510	485	302	293	289	249
No. Non-BU Employees	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130	83,600	81,605

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

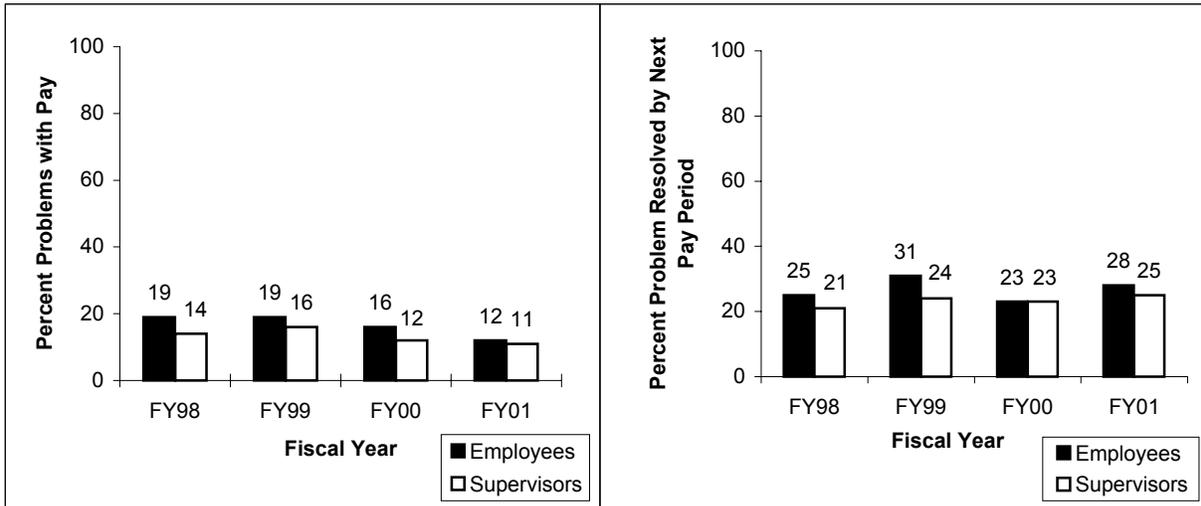
Fiscal Year	92	93	94	95	96	97	98	99	00	01
No. Grievances	2,653	2,434	1,808	1,575	1,357	1,071	1,181	1,086	1,119	855
No. BU Employees	180,609	141,847	138,071	134,062	127,594	124,208	119,841	113,748	113,554	113,902

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



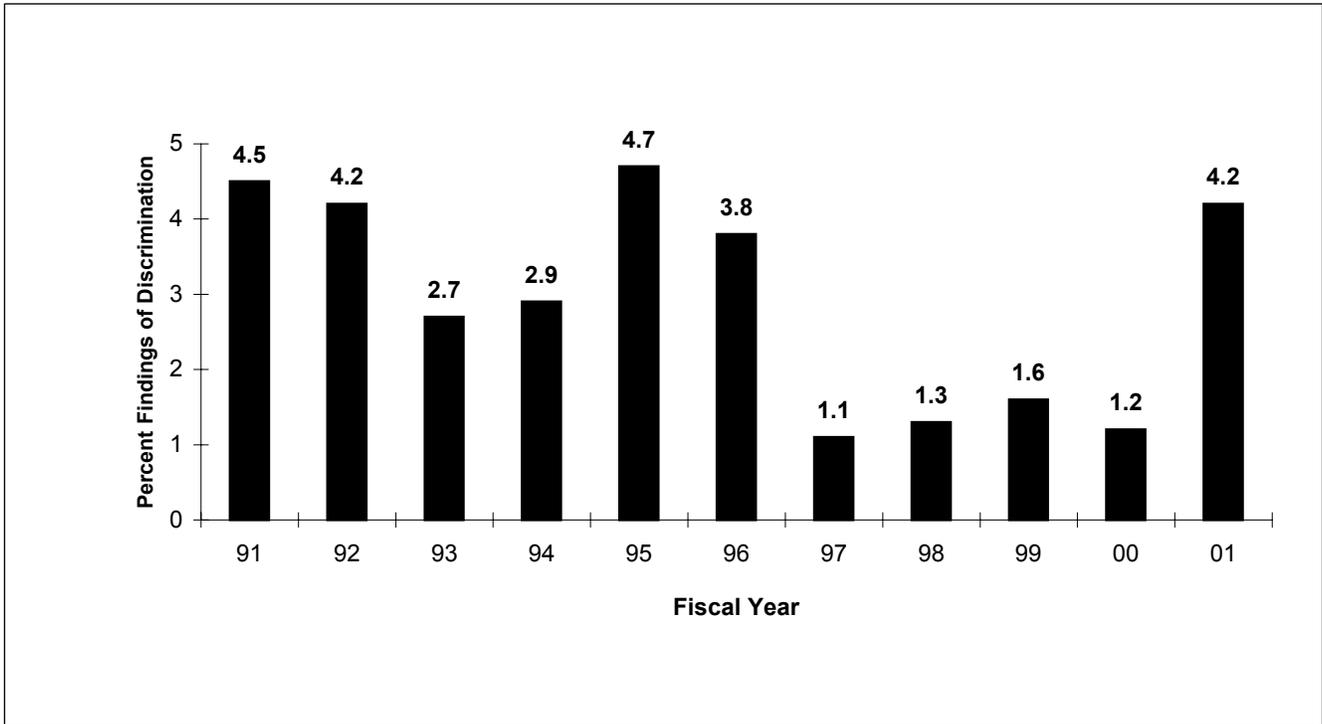
Source: Army Civilian Attitude Survey (employee and supervisor versions)

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.