

Executive Summary

The FY04 *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

- Servicing ratios improved. While the number of operating-level personnelists stayed about the same, the number of administrative support decreased by 42%. The decrease is primarily due to TDA reorganizations. (pages 1-4)
- Overall civilian strength (military function) increased and was 913 employees above target. (page 5)
- Civilian personnel productivity per operating personnelist and per serviced customer improved by 29% and 20% respectively. (pages 6-7)

CPA Effectiveness

- Customer satisfaction: improvement continues. Supervisor customer satisfaction is up approximately 26% over the last two survey cycles. Employee customer satisfaction is up almost as much (21%). (page 8)
- Timeliness of benefits processing: average processing time met the objective in each of the four quarters in FY04. Army exceeded the OPM standard by a wide margin. (page 9)
- Timeliness of filling jobs: average fill-time dropped by 9 days from 50 to 41. Five years ago, average fill-time was 73 days. (page 10)
- Regulatory and procedural compliance: Army met the staffing objective but fell far short on the management-employee relations objective. (page 11-12)*
- Data quality: Army met the all three OPM, HQ ACPERS, and DCPDS data quality objectives. (pages 13-15)

Management Effectiveness

- Grade and assignment accuracy: grade accuracy improved and is above the 90% objective for the fifth year in a row. Assignment accuracy, however, is lower than the 90% objective for the fifth year in a row. (pages 16-17)*
- Regulatory and procedural compliance of TAPES: we continue to improve, however, management still lags in this area, missing the objective for the fifth year in a row. (page 18)*

- Labor-management relations: Army continues to do well in avoiding Unfair Labor Practice complaints. As for arbitration decisions, 55% favored management, 28% were either split/mitigated, and 17% favored the union. (pages 19-20)
- Classification appeals: the number of appeals continues their long-term declining trend. Declines are at their lowest point in at least twelve years. Although Army did not meet the 90% objective, it would have if one more appeal were sustained. (page 21)
- Controlling Federal Employees Compensation Act claims and costs: FY04 DOL chargeback costs decreased by 3.7 million over FY03. Lost time and long term injury claims rates increased substantially in FY04. (pages 22-23)
- Estimating ACTEDS intern needs and executing allocated resources: Army executed 100% of its allocated ACTEDS intern dollars and workyears. (page 24)
- Identifying emergency essential employees: For the second year in a row, Army did not meet the 90% objective. (page 25)

Work Force Morale

- Morale: In FY01 morale improved across all dimensions, and in some areas dramatically. The most recent FY03 survey shows morale continuing to hold at FY01 levels. Improvements over baseline objectives were met for all morale items. Supervisor morale is higher than employee morale. Employees and supervisors are relatively satisfied with their jobs, careers, co-workers, training and development opportunities and supervisors. Career satisfaction is lower than job satisfaction. Employees are relatively dissatisfied with awards and recognition, disciplinary procedures, and promotion systems. (pages 26-36)
- Formal grievances: The number of formal grievances continues to be at multi-year lows. (pages 37-38)
- Percent DA final findings of discrimination: The FY04 percentage continues to drop and is now at approximately 3.9%. Most complaints are resolved locally. (page 39)

Work Force Quality

- The education level of civilian Army professional, technical, administrative, and clerical 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. Approximately 78% of centrally funded interns and 91% of locally funded interns had college degrees in FY04. (pages 40-43)
- The rate of incentive awards is higher than the Federal Government and lower than DOD. (page 44)
- Army's rate of disciplinary and adverse actions continues to be lower than DOD or Federal Government rates (page 45). Within Army, the rate of disciplinary and adverse actions is lower for minority than for non-minority employees. (page 46)

Work Force Representation

- Army's percentage of minority employees was approximately the same as last year's. The percentage has increased slightly since FY93. It was approximately the same as the DOD percentage but lower than that of the Federal Government. (pages 47-49)
- Army's percentage of female employees was the slightly lower than last year's. The percentage is about the same as it was in FY93. It was about the same as the DOD percentage and about five percentage points lower than that of the Federal Government. (page 50)
- Army's percentage of disabled employees increased slightly, but is still within one percentage point of where it was in FY93. It was slightly lower than the DOD percentage but higher than that of the Federal Government. (page 51)
- Army's percentage of female intern new hires continued to be higher than local interns. Local intern female new hires increased by seven percentage points. (page 52)
- Army's percentage of minority DA interns and local intern new hires increased in FY04. (page 53)
- Army's percentage of FY04 female new hires was two percentage points lower than FY03. This continues the downward trend of female new hires in the past five years. (page 54)
- Army's overall percentage of FY04 minority new hires increased by one percent overall in FY04 with most of the gains coming from black new hires. (page 55)

*Findings based on USCPEA site visits do not represent total Army performance.