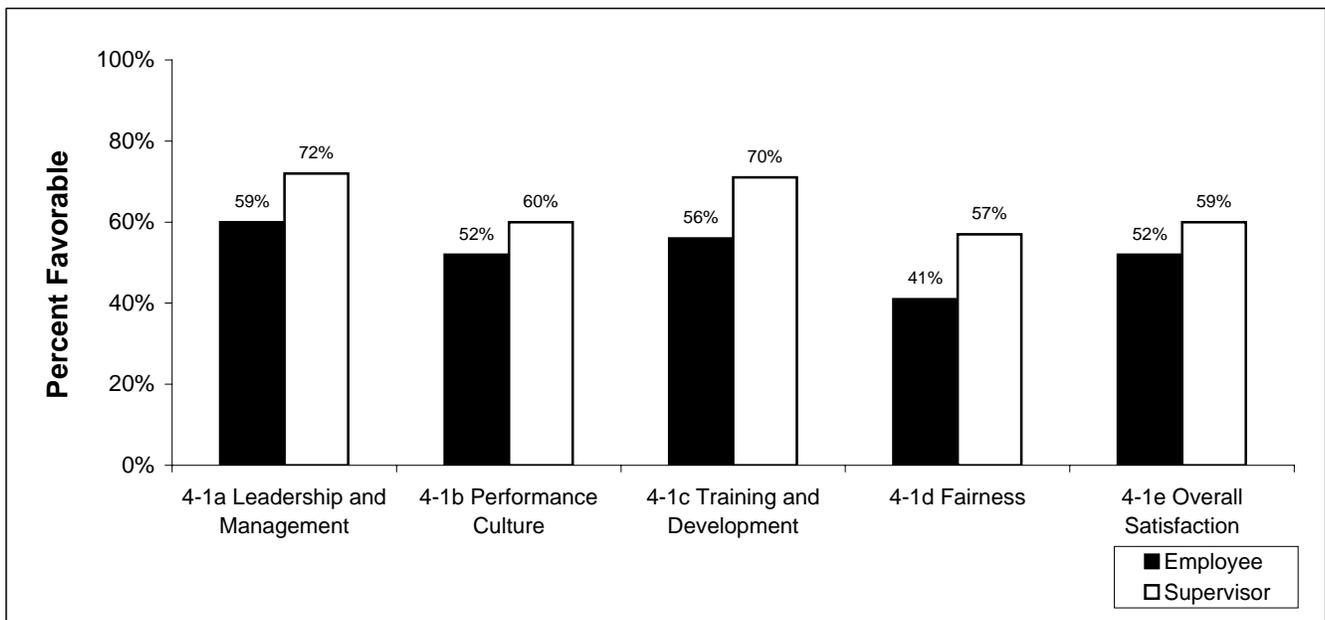


4-1. Workforce Morale

Objective: Not Less Than 5% Improvement Over Baseline

Assessment: Not Applicable for FY05



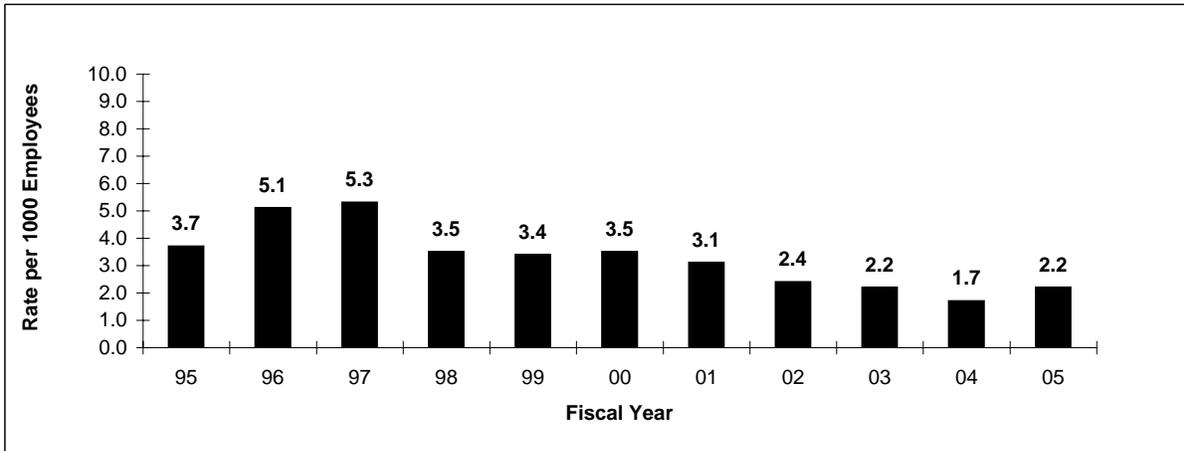
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- The overall assessment was mixed. Typically, results showing 60% or more favorability are considered strengths. Thus, supervisor attitudes showed strength on all composites except for a slight weakness on fairness and overall satisfaction. Although employee attitudes showed weakness across all morale categories, they were close on satisfaction with leadership and management, as well as training and development.
- These indicators measure workforce morale and have been developed to track National Security Personnel System (NSPS) program effectiveness over the period from FY05-10. FY05 results are considered baseline, prior to NSPS implementation. Favorability is defined as the top two ratings in a five-point scale. Some items overlap or are similar to previous Army Civilian Attitude Survey editions. See Appendix, pp. A23-41 for the rating scales, individual survey items, raw scores, and MACOM results.

4-2. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1,000 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

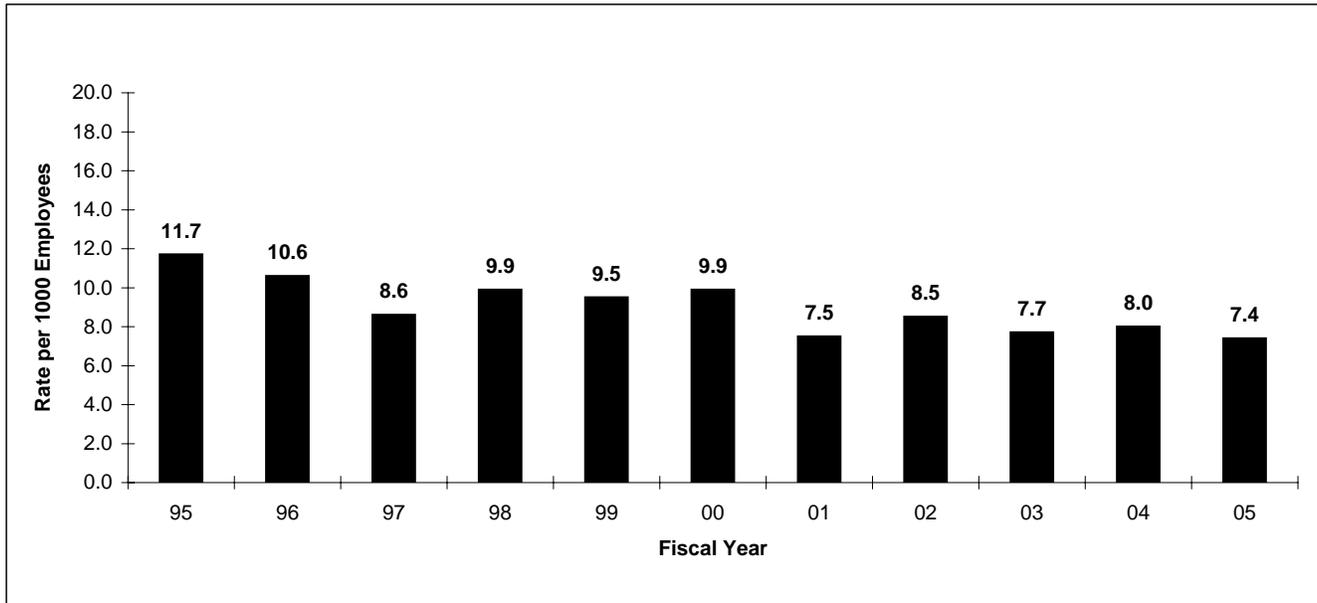
Fiscal Year	95	96	97	98	99	00	01	02	03	04	05
No. Grievances	387	510	485	302	293	289	249	211	187	146	195
No. Non-BU Employees	109,800	105,679	99,088	91,490	87,304	85,130	83,600	81,605	86,757	86,954	88,375

Analysis:

- The FY05 rate is 2.2. The number of formal grievances under administrative grievance procedures has increased slightly; however, the increase is "within range" when compared to the trend going back to FY98.
- See Appendix, p. A44, for FY05 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-3. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1,000 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

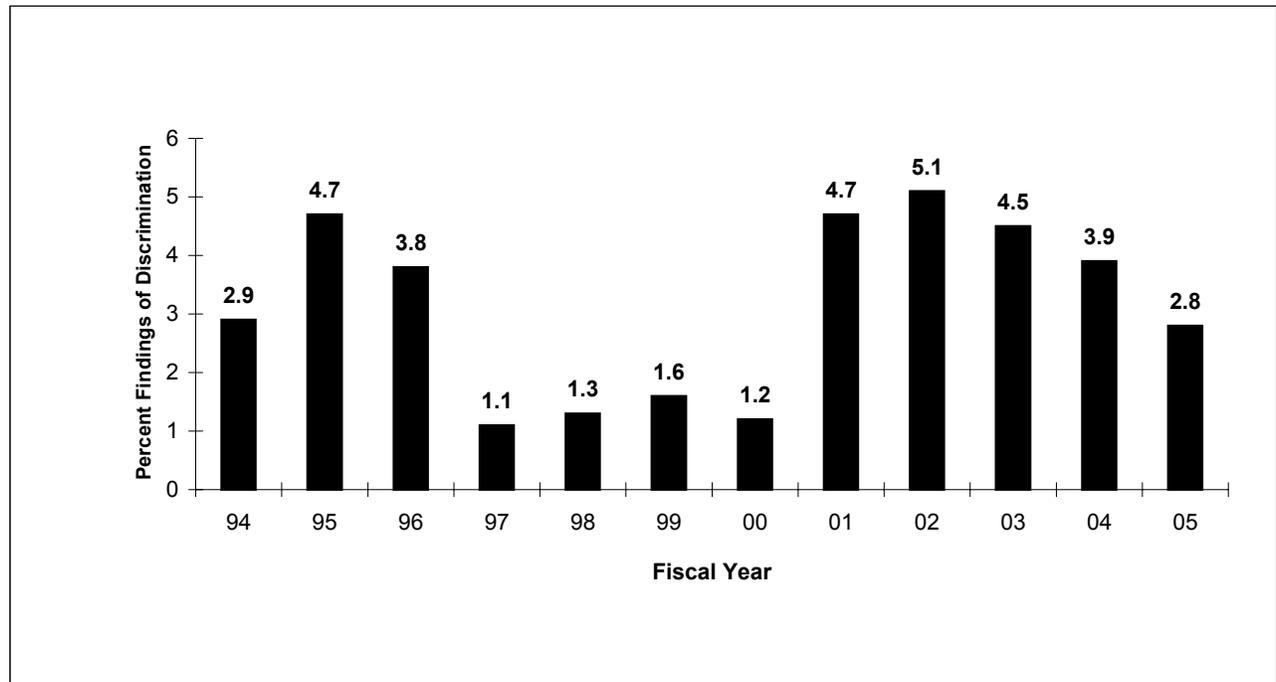
Fiscal Year	95	96	97	98	99	0	1	02	03	04	05
No.Grievances	1,575	1,357	1,071	1,181	1,086	1,119	855	951	866	925	902
No.BU Employees	134,062	127,594	124,208	119,841	113,748	113,554	113,902	112,215	112,261	115,408	121,582

Analysis:

- In FY05, the rate of grievances was 7.4. This is the lowest it has been in more than 10 years.
- See Appendix, p. A45, for FY05 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.

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

Objective: None Established



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

Fiscal Year	94	95	96	97	98	99	00	01	02	03	04	05
No. Formal Complaints Filed	2108	1825	1398	1565	1451	1366	1346	1139	1124	1069	1002	1153
No. to EEOCCR	722	426	314	543	472	493	499	596	489	398	436	361
No. Findings of Discrimination	21	20	12	6	6	8	6	28	25	18	17	10

Analysis:

- Most complaints are either dismissed, withdrawn or settled before reaching EEO Compliance & Complaints Review (EEOCCR).
- Although there was a 15 percent increase in formal complaints from FY04, the rate of final findings of discrimination decreased markedly in FY05 compared to the previous fiscal year. The rise in rates during FY01 to FY03 may be related to changes in 29 CFR 1614 in 1999 that allowed Administrative Judges to render, rather than merely recommend, decisions finding discrimination.