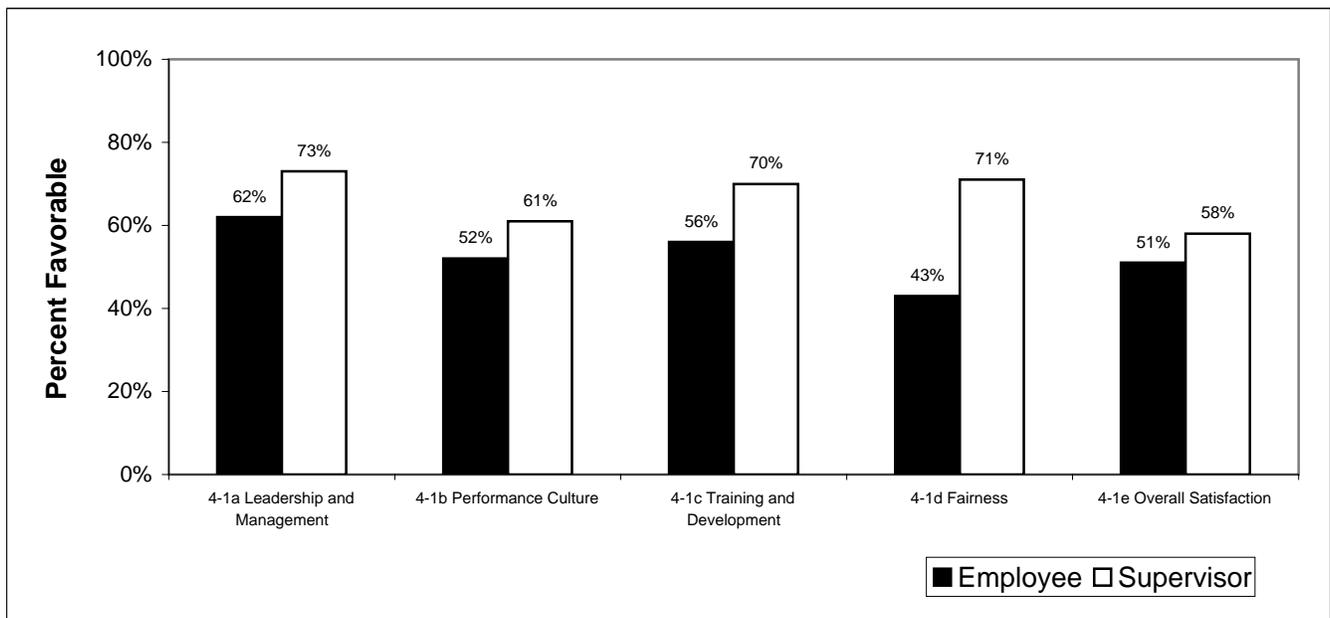


4-1. Workforce Morale

Objective: Not Less Than 5% Improvement Over FY05 Baseline

Assessment: Mixed Results



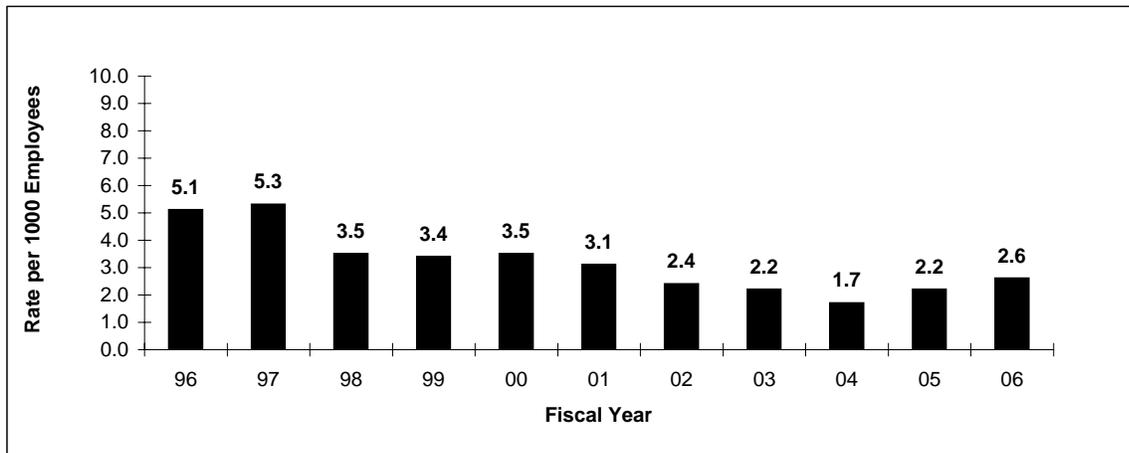
Source: Army Civilian Attitude Survey (employee and supervisor versions)

Analysis:

- The overall assessment was mixed when compared to FY05 results. For simplicity, only FY06 results are shown. Typically, results showing 60% or more favorability are considered strengths. Thus, supervisor attitudes showed strength on all composites except for a slight weakness on overall satisfaction. The relative weakness on overall satisfaction is not unexpected, since the composite covers a wide range of overall satisfaction items, such as satisfaction with job, pay, promotion opportunities, recognition for doing a good job, and management policies and practices. Employee attitudes were less than favorable on all morale categories with the exception of leadership and management and a close to favorable level on satisfaction with 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. A8-23 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

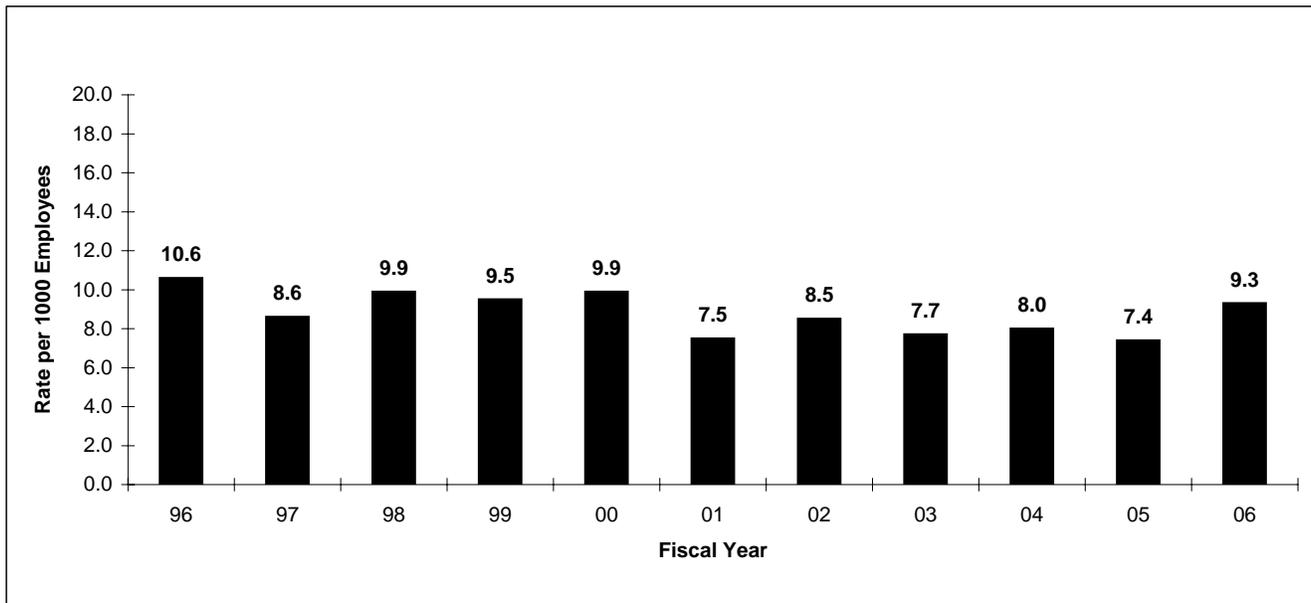
Fiscal Year	96	97	98	99	00	01	02	03	04	05	06
No. Grievances	510	485	302	293	289	249	211	187	146	195	230
No. Non-BU Employees	105,679	99,088	91,490	87,304	85,130	83,600	81,605	86,757	86,954	88,375	87,636

Analysis:

- The FY06 rate is 2.6. 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. A27, for FY06 MACOM/IRA 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

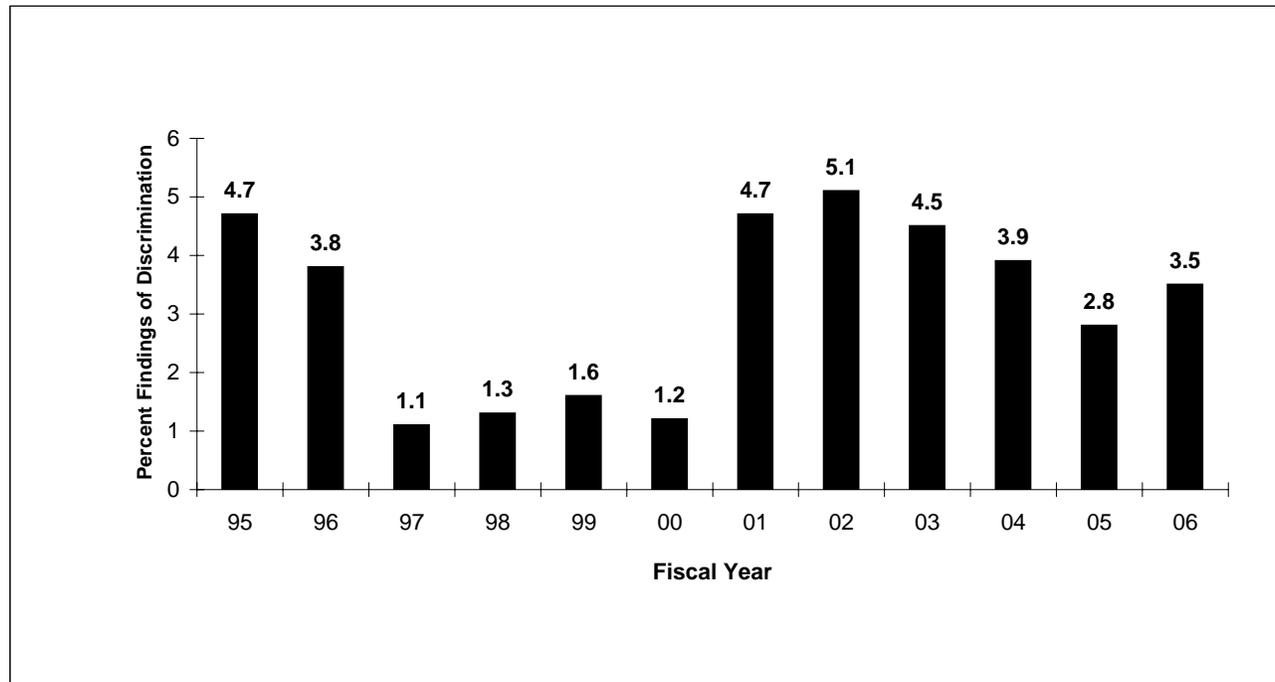
Fiscal Year	96	97	98	99	00	01	02	03	04	05	06
No.Grievances	1,357	1,071	1,181	1,086	1,119	855	951	866	925	902	1146
No.BU Employees	127,594	124,208	119,841	113,748	113,554	113,902	112,215	112,261	115,408	121,582	123,361

Analysis:

- In FY06, the rate of grievances was 9.3. This is a substantial increase but is within range for grievances observed over the last 10 years.
- See Appendix, p. A28, for FY06 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	95	96	97	98	99	00	01	02	03	04	05	06
No. Formal Complaints Filed	1825	1398	1565	1451	1366	1346	1139	1124	1069	1002	1153	1181
No. to EEOCCR	426	314	543	472	493	499	596	489	398	436	361	433
No. Findings of Discrimination	20	12	6	6	8	6	28	25	18	17	10	15

Analysis:

- Most complaints are either dismissed, withdrawn or settled before reaching EEO Compliance & Complaints Review (EEOCCR).
- The number and percentage of findings of discrimination issued increased noticeably from FY 2005 to FY 2006, ending the steady decline in the number and percentage of findings since FY 2002. This is due to an increase in the number of findings received from EEOC Administrative Judges, but it is too early to tell if this is a one-year aberration or the start of a new trend.