

EXECUTIVE SUMMARY

The FY08 *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 comparable DOD and Government-wide data. Some new items were used for other indicators. Baseline information was collected for these items. These data are reported and will be used to establish future objectives. Historical data was used for perspective wherever it was possible. Key findings are reported below.

COST/EFFICIENCY

- The servicing ratios decreased in FY08 while the productivity ratios based on the number of actions per personnelist and customer increased. These numbers were impacted as the Army hired more personnelists to facilitate the changes brought about by Base Realignment and Closure (BRAC) and Joint Basing initiatives. Department of Army is working with OSD staff and other services to develop more accurate indicators of CHR staffing levels (pages 1-3).
- Overall civilian strength (military function) exceeded goals (primarily due to today's "Army at War". At 255,905 civilians, the civilian strength was well over the targeted number of 242,843 civilians (page 4).
- Civilian personnel productivity increased. The FY08 productivity per operating-level personnelist ratio was 8% higher than in FY07 and the productivity per serviced customer increased by 10% (pages 5-6).

CPA EFFECTIVENESS

- Customer satisfaction: Army's Civilian Personnel Evaluation Agency (CPEA) developed a survey to capture supervisor satisfaction and the timeliness and quality of personnel services in seven functional areas. Those functional areas were: Labor Relations, MER, Classification, Staffing, Training, Workforce Planning, Communication, and Overall Satisfaction. The scale ranged from 1 to 5 (with 5 being very satisfied). Supervisors were most satisfied with the services they received relating to Labor Relations (3.72) and least satisfied with those related to Staffing (3.25) (page 7).
- Time to process benefits: The average time needed to process benefits did not meet OPM objectives in the first two quarters of FY08 due to the increase of applications and their timelines. This caused a delay in processing the actions. But Army did meet this goal during the remaining quarters of FY08 (page 8).
- Timeliness of filling jobs: Army met its objective for average fill-times of 55 calendar days or less. With some variability between quarters (from 49 days in Q1 to 58 in Q2), the average for FY08 was 53 days. These numbers were weighted averages and take the number of vacancies filled into account for each quarter. Seven years ago, average fill-time was 73 days (page 9).

MANAGEMENT EFFECTIVENESS

- Labor-management relations: Army continued to do well in arbitration decisions: 53% of the decisions favored management, 19% were either split/mitigated, and 28% favored the union. In Unfair Labor Practices, the FLRA issued complaints in only .5% of the charges – this number dropped 5.5% from FY07 (pages 10-11).
- Classification appeals: Army did not meet the 90% objective set by OSD and OPM as only 86% were sustained. There were only seven classification appeals adjudicated in FY08. Six were sustained and one was reclassified from a GS to a WG position by OPM (page 12).
- Controlling Federal Employees Compensation Act claims and costs: FY08 DOL chargeback costs increased slightly to \$179.4 million while the number of long-term injury claim rates decreased to 2,850. Almost every claimant injured in 2007 and 2008 returned to productive work (page 13).
- Estimating ACTEDS intern needs and executing allocated resources: As in the past, Army executed 100% of its allocated ACTEDS intern dollars and workyears (page 14).
- Identifying emergency essential employees: Army met the 90% objective (page 15).

WORK FORCE MORALE

- Morale: Army employees' responses to the government-wide 2008 Federal Human Capital Survey were favorable overall. Leadership and Knowledge Management, Talent Management, and Job Satisfaction were seen as Army strengths. A Results-Oriented Performance Culture was the lowest rating at 55% favorable. All of the Army ratings exceeded the government-wide ratings (page 16).
- Formal grievances (administrative and negotiated procedures): In FY08 the number of formal grievances filed under administrative procedures decreased for the second year in a row (1.4 for each 1,000 employees). The number of grievances filed under procedures negotiated with unions also decreased slightly (9.4 for each 1,000 employees) (pages 17-18).
- EEO Complaints: The FY08 percent DA final findings of discrimination is at the lowest level seen since 2001, dropping from 3.4% to 1.2% in 2008. Most complaints are dismissed, withdrawn, or settled before reaching EEO Compliance & Complaints Review (EEOCCR) (page 19).

WORK FORCE QUALITY

- Education level: For interns, there was a 49.6% increase in the number hired with at least a bachelor's degree (73% of DA interns and 83% of local interns had this credential). For all Army employees in professional occupations, the percent with college degrees has been fairly stable at 87%, with about the same levels for DOD and Government-wide. For administrative occupations, the percent has declined to 41.6% from 48.6%. The DOD and Government-wide percents also decreased slightly. The percent in technical occupations was 13.7% which was lower than the DOD and Government-wide rates. There was also a decrease in Army clerical occupations from 18.5% to 10.8%, with a decrease in DOD and a slight increase in the Government-wide rate. For other Army white collar occupations, the percent

decreased from 16.1% to 9.2%. The Government-wide percent decreased but is still higher than Army or DOD (pages 20-23).

- Monetary and time off awards: Both Army and DOD had a significant drop in the rate of awards paid out during FY08. As NSPS was implemented, the type of payouts changed. New NSPS base pay increases and bonus actions were added to the DCPDS system. These data changes should be reviewed as part of a special study (page 24).
- Disciplinary/adverse actions: Army's rate of disciplinary and adverse actions continues to be lower than DOD or Government-wide rates (page 25).

WORK FORCE REPRESENTATION

- Minority employees: Army's percentage of minority employees remained close to last year's rates with an increase in Blacks and Asian/Pacific Islanders (with similar changes in the DOD and Government-wide numbers as well). These changes may be due to OPM's conversion to reporting numbers using the ERI instead of the RNO systems. This question will be explored in detail as the data matures. The overall minority percentage has increased since FY97 in the Army. It was higher than the DOD percentage but lower than the Government-wide rate (pages 26).
- Female employees: Army's percentage of female employees was the same as last year (38.6% in FY08). It was slightly higher than the DOD percentage and lower than that of the Government-wide rate (page 27).
- Self-reported disabilities: Army's percentage of employees with self-reported disabilities remained constant from last year at 8.1% of the workforce. It is higher than both the DOD and Federal Government percentages (page 28).
- Female intern new hires: Army's percentage of female DA intern new hires (42%) was the same as last year but was lower for local interns (40% were female) (page 29).
- Minority intern hires: The percentage of Army DA intern minority new hires was higher than it was for local intern minority new hires in the categories of American Indian/Alaskan Native and Black/African American. The percentage of local intern minority new hires is higher than DA interns for Asian American/Pacific Islander and Hispanic individuals. But these changes may be due to conversion to ERI from RNO categories and the issue will be reexamined as the data matures (page 30).
- Army's percentage of female new hires is the same as last year (41%); however, it is two percentage points lower than it was in FY00 (page 31).
- Minority new hires: Army's percentage of minority hiring in FY08 decreased by 3%. Within minority groups, Black/African American and Hispanic new hires decreased and American Indian/Alaskan Native and Asian American/Pacific Islanders new hires remained constant (page 32).