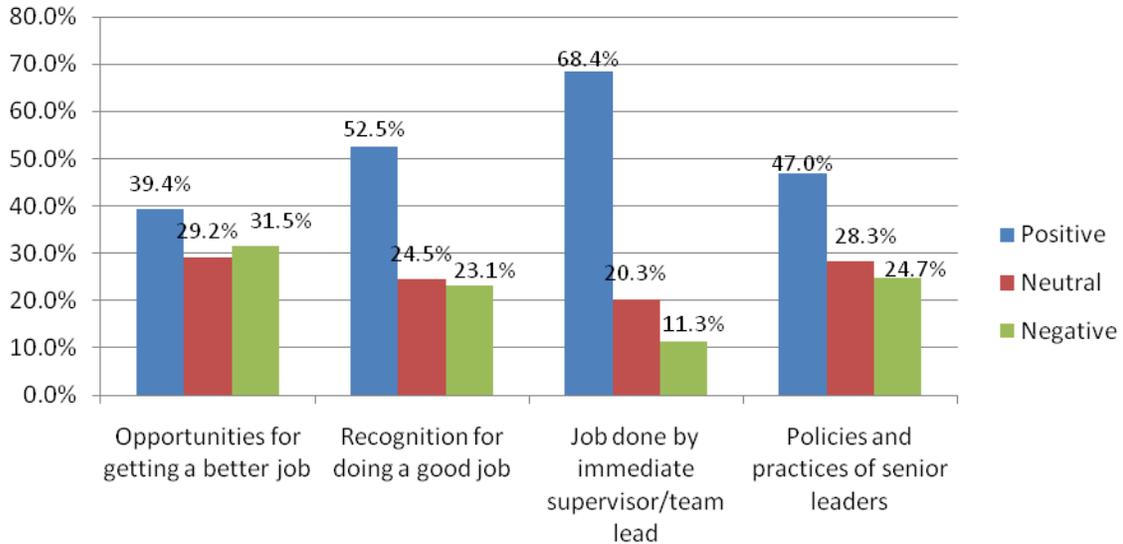




## 4-1 WORKFORCE MORALE

### FEDERAL HUMAN CAPITAL SURVEY

Objective: None established



SOURCE: 2008 FEDERAL HUMAN CAPITAL SURVEY

### ANALYSIS

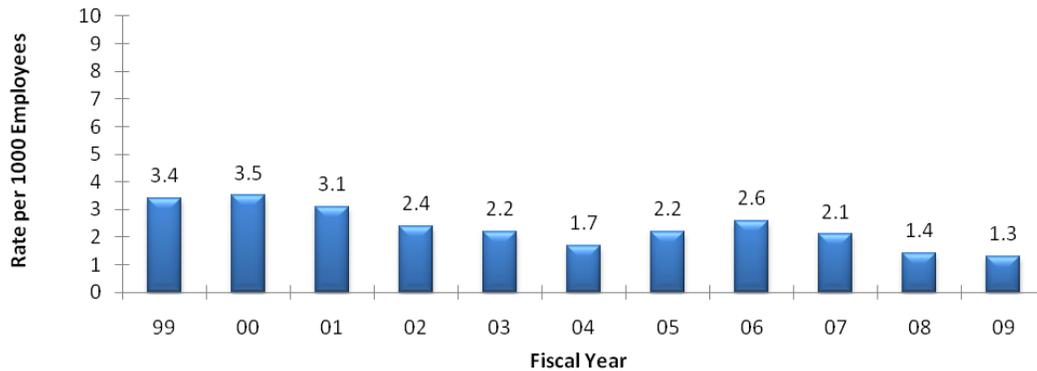
- This is a summary of the Department of Army's responses to the 2008 Federal Human Capital Survey. This survey measures employee attitudes related to their overall work experience. It is administered every two years.
- The overall responses are mixed. Typically, results showing 60% or more favorability are considered strengths. Thus, job done by immediate supervisor/team leader shows as a strength. In descending order, recognition for doing a good job, policies and practices of senior leaders, and opportunities for getting a better job are rated less favorably.



## 4-2 NUMBER OF FORMAL GRIEVANCES

### *RATE PER 1,000 NON-BARGAINING UNIT EMPLOYEES (UNDER ADMINISTRATIVE GRIEVANCE PROCEDURES)*

Objective: None established



SOURCE: CIVILIAN PERSONNEL REPORTING REQUIREMENTS AND HEADQUARTERS ARMY CIVILIAN PERSONNEL SYSTEM

Fiscal Year	99	00	01	02	03	04	05	06	07	08	09
No. Grievances	293	289	249	211	187	146	195	230	186	132	131
No. Non-BU Employees	85,130	85,130	81,605	86,757	85,930	86,954	88,375	87,636	87,256	92,007	102,149

### ANALYSIS

- The FY09 rate was 1.3. The number of formal grievances under administrative grievance procedures decreased slightly; this year's rate is the lowest for the past decade.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

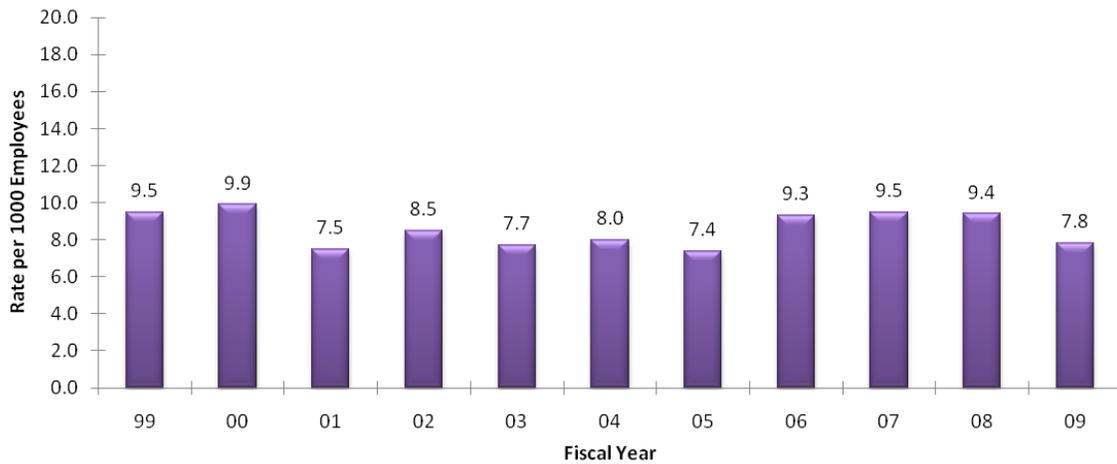
See Appendix, p. A7, for FY09 command data.



## 4-3 NUMBER OF FORMAL GRIEVANCES

### *RATE PER 1,000 BARGAINING UNIT EMPLOYEES (NEGOTIATED WITH UNIONS)*

Objective: None established



SOURCE: CIVILIAN PERSONNEL REPORTING REQUIREMENTS AND HEADQUARTERS ARMY CIVILIAN PERSONNEL SYSTEM

Fiscal Year	99	00	01	02	03	04	05	06	07	08	09
No. Grievances	1,086	1,119	855	951	866	925	902	1,146	1,187	1,261	1,108
No. BU Employees	113,748	113,554	113,902	112,215	122,261	115,408	121,582	123,361	124,500	133,594	142,109

### ANALYSIS

- In FY09, the rate of grievances was 7.8. This is at the lower end of the range established over the last 10 years
- 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.

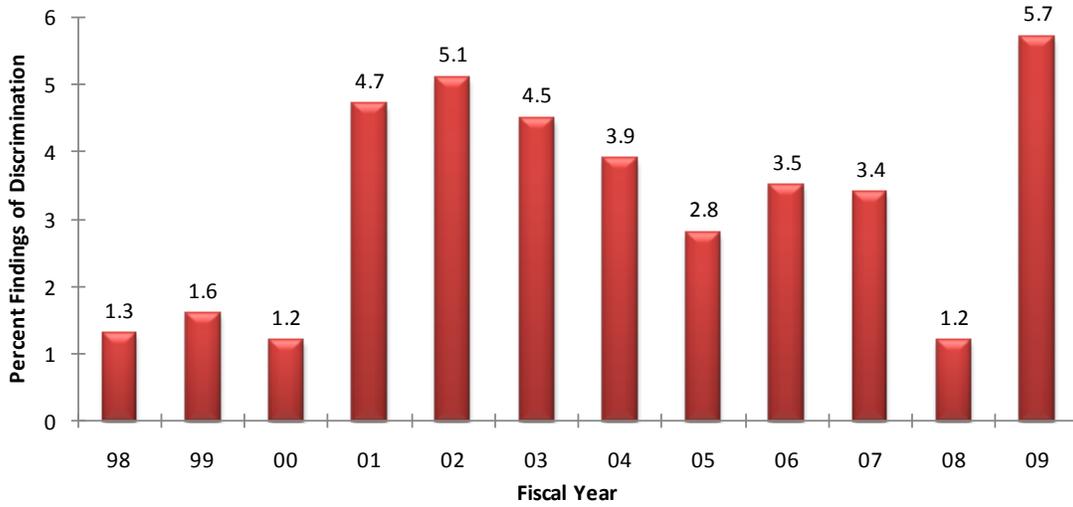
See Appendix, p. A8, for FY09 command data.



## 4-4 EEO COMPLAINTS

### PERCENT DA FINAL FINDINGS OF DISCRIMINATION

Objective: None established



SOURCE: EQUAL EMPLOYMENT OPPORTUNITY COMPLAINTS AND REVIEW AGENCY

Fiscal Year	98	99	00	01	02	03	04	05	06	07	08	09
No. Formal Complaints Filed	1451	1366	1346	1139	1124	1069	1002	1153	1181	1179	1216	1207
No. to EEOCCR	472	493	499	596	489	398	436	361	433	355	335	335
No. Findings of Discrimination	6	8	6	28	25	18	17	10	15	12	4	19

### ANALYSIS

- Most complaints are dismissed, withdrawn or settled before reaching EEO Compliance & Complaints Review (EEOCCR).
- The number of findings returned to levels similar to those in fiscal years prior to FY 2008. A number of the findings were the result of several individual cases based on the same set of allegations and incidents that were not certified for processing as a class complaint. The overall percentage of findings in complaints reaching EEOCCR for a decision on the merits increased due to the cluster of cases.