

UNITED STATES ARMY

Office of the Assistant G-1
for Civilian Personnel



Fiscal Year 2010
Annual Evaluation

I am pleased to bring you the Army Assistant G-1 for Civilian Personnel, Fiscal Year 2010 Annual Evaluation. This report covers Civilian HR program area accomplishments and key operating performance metrics - everything from the effectiveness of HR professionals and managers to the morale, quality, and representation of the workforce. The strategic and operational initiatives below reflect our top Civilian HR priorities as we effect and manage change:



- Implement requirements of NDAA 2010 (Strategic Human Capital Planning, Mandatory Supervisory Training, New Performance Management System)
- Implement Administration Initiatives (Labor/Management Forums; Hiring Reform; Wellness, Employee Engagement and Domestic Partnership Benefits; Safety, Health and Return to Employment)
- Incorporate Civilian Workforce Transformation into ACP-11
- Supervise BRAC Implementation
- Supervise NSPS and DCIPS Conversion

Allow me to close by saying if you haven't seen Army's new recruitment website called Army Civilian Service: Real Opportunities, Important Work, I urge you to do so at your earliest convenience at www.armycivilianservice.com.


Susan L. Duncan
Assistant G-1 for Civilian Personnel
Office of the Deputy Chief of Staff, G-1
Headquarters, Department of Army

Thank you for your continued support every day. I am proud of the work you have done for the Army. Together we have made Civilian HR the strong, vital, and relevant program it is today.

INTRODUCTION

The *FY10 Annual Evaluation* continues the evaluation philosophy underlying the *FY96-09 Annual Evaluations* by focusing on Army-wide program outcomes and results. The evaluation is part of a larger effort to improve business practices in the Army civilian personnel program.

The *FY10 Annual Evaluation* balances all aspects of CHR, from the effectiveness of service delivery to how well Army supervisors and managers exercise their responsibility to lead and care for the civilian work force. Analyses presented provide critical feedback for sound policy decisions, strategic planning, and future CHR program guidance.

Organization

The *Annual Evaluation* consists of the following sections:

- Executive Summary – A synopsis of overall results for all performance indicators.
- The Year in Review – A narrative of events and accomplishments that impact the CHR program and the civilian work force. Although the Year in Review is non-evaluative, it provides context for the analyses presented in subsequent sections.
- Performance Indicators – An individual report on CHR performance against 31 metrics designed to inform the Army leadership on CHR program health. The indicators are divided into six categories: Cost/Efficiency, Effectiveness of Civilian Personnel Administration, Effectiveness of Civilian Personnel Management, Civilian Work Force Morale, Civilian Work Force Quality, and Civilian Work Force Representation. All metrics are presented with accompanying analyses.
- Appendix – A section showing background data used in developing the performance indicators. Command, CHR regional, DoD and government breakouts, where available, are included in this section.

PERFORMANCE INDICATORS

Performance indicators for the *Annual Evaluation* are the result of an extensive review of the professional literature on program evaluation, discussions with functional experts at Headquarters, Department of Army (HQDA), and staffing with the Commands. In brief, the indicators are intended to:

- Evaluate the CHR program overall responsibilities.
- Measure areas beyond the direct control of the CHR function (e.g., civilian work force morale), emphasizing that Army managers and supervisors share in the responsibility to develop and care for the civilian work force.
- Impose minimal burden on the field in terms of additional reporting requirements. Almost all of the data for the indicators are obtained through automated sources.
- Set quantitative performance objectives for as many of the indicators as possible. Throughout the evaluation, the term “objective” is used to mean the threshold point below which an intervention or special study may be necessary. They are not formal goals but rather a cut point that suggests when a special study or invention may become necessary.
- Present facts without undue analysis or interpretation. Special studies are needed to determine the reasons for most of the trends identified.



Develop, Manage, and Execute Manpower and Personnel Plans, Programs and Policies

Notes on Methodology

Definition of Work Force

Except as noted, work force data in the *Annual Evaluation* are shown for Army U.S. citizen appropriated fund employees in military and civil functions. Army National Guard Technicians are not included, unless otherwise specified.

Performance Indicators

- Regulatory and Procedural Compliance Indicators – Indicators are collected from various internal sources to address regulatory and procedural compliance.
- Morale Indicators – Morale and customer satisfaction metrics (performance indicators 2-1, 4-1, and 4-2) are collected from the 2010 Army Civilian Attitude Survey and the 2010 United States Office of Personnel Management (OPM) Federal Employee Viewpoint Survey. The performance indicators in 2-1 and 4-2 are not reported on the basis of individual survey items. Rather, they are based on composites of items that measure variations of the same concept.
- The EEO Compliance and Complaints Review Agency (EEOCRA) provide the morale indicator covering Equal Employment Opportunity.
- Work Force Representation – We provide three general representation indicators and four demographic indicators of new hires and interns. More detailed breakouts are available from Army's EEO Agency.
- Categorization of Performance Indicators – Functional experts at HQDA placed indicators into various categories (e.g., Civilian Personnel Administration Effectiveness, Civilian Personnel Management Effectiveness). In some instances, the placement has significant implications regarding the roles of CHR professionals.

The Next Step

Evaluation results are used to develop CHR plans and policies. Where program performance falls below established objectives, we will recommend either policy interventions or special studies to determine causes of below-par performance.



EXECUTIVE SUMMARY

The FY10 Annual Evaluation assesses the effectiveness of Army's civilian personnel system from the morale, quality and representation of the workforce 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. These data were reported and will be used to establish future objectives. Historical data were used for perspective wherever it was possible. Key findings are reported below.

COST/EFFICIENCY

The servicing ratios did not meet OSD objectives. The number of personnelists increased at a faster rate than the serviced population, causing the service ratio to decrease from 1:92 in FY09 to 1:83 in FY10. For personnelists and administrative support, the FY10 ratio decreased from 1:85 in FY09 to 1:76. For operating and staff-level personnelists and administrative support, the FY10 ratio decreased from 1:73 in FY09 to 1:66.

Overall civilian strength (military function) exceeded goals (primarily due to today's "Army at War"). At 285,326 civilians, the civilian strength was over the targeted number of 258,802 civilians.

Civilian personnel productivity also decreased. The FY10 productivity per operating-level personnelist ratio was 15 percent lower than in FY09 (due primarily to the increase in personnelists) and the ratio per serviced customer decreased by six percent from FY09.

CPA EFFECTIVENESS

Satisfaction with Civilian Human Resources (CHR) has dropped 14% for non-supervisors and 13% for supervisors over the decade. In 2010 34% of the supervisors and 28% of the employees reported satisfaction with CHR.

The average time needed to process benefits in FY10 exceeded OPM objectives after Army had spent the past year significantly improving its processes.

Army met its objective for average fill-times of 55 calendar days or less. With some variability between quarters (from 54 days in Q2 to 45 days in Q3) to the average for FY10 was 52 days, two days less than the average for FY09.

CPM EFFECTIVENESS

Army continued to do well in arbitration decisions: 44% of the decisions favored management, 36% were either split/mitigated, and 20% favored the union. In Unfair Labor Practices, the FLRA issued complaints in 4% of the charges – this number increased 1% from FY09 as the number of charges filed increased by 110 and the number of complaints issued increased by six.

Army met and exceeded the 90% objective set by OSD and OPM as 100% of appeals were sustained. There were two classification appeals adjudicated in FY10. Both were sustained. Five more are pending.

FY10 DOL chargeback costs decreased slightly to \$177.2 million while the number of long-term injury claim rates decreased to 2,512. This progress has been overshadowed by the medical costs that increased from \$49 to \$50.6 million dollars. But because of the noticeable drop in compensation the total cost of the program balanced out at \$177 million, which was the

lowest total since 2005. The cost for injuries to civilians deployed to Iraq and Afghanistan rose from \$2.8 to \$3 million in 2010. Some of these injuries are severe and will require life-long care.

100% of ACTEDS Intern funds were expended in FY10 and Army met the 90% objective in Identifying emergency essential employees.

WORKFORCE MORALE

Army's average job satisfaction rate was high – 78% for supervisors and 83% for employees.

Army's average on workplace engagement questions was also high. This matches the average for all of DOD and is higher than the Government-wide engagement average from the Federal Employee Viewpoint Survey. Army supervisors are the most engaged at 75% while employees are engaged at the Government-wide average of 66%.

In FY10 the number of formal grievances filed under administrative procedures decreased for the fourth year in a row to 1.0 per 1,000 employees. This is the lowest rate for the past decade. The number of grievances filed under procedures negotiated with unions also decreased for the third year in a row to the lowest rate in ten years with 7.4 per 1,000 employees.

The number of findings issued for EEO complaints in FY10 (3.7 %) were consistent with levels seen in previous years. The cluster of cases which caused a one-time increase in findings in FY09 resulted in a few additional findings in FY10 before the remaining complaints were settled. Overall, findings only accounted for 1% of all formal complaints closed in FY10.

WORKFORCE QUALITY

The percentage of DA interns with a bachelor's degree or higher was 69% for FY10. The percentage of local interns with a bachelor's degree or higher was 81% for FY10. For professional occupations, the percent of employees with college degrees has been stable, with about the same levels in Army, DOD, and Government-wide (87% in Army for FY10 – the same as FY09 and FY08). For administrative occupations, the percent of Army employees with college degrees remained the same as last year (43%) while DOD and Government-wide both increased from FY2009 (44% to 45% for DOD and 50% to 51% for Government-wide).

The percent of employees in Army technical occupations with college degrees was 15% (an increase of one percent from FY09) which was lower than the DOD (16%) and Government-wide (18%) rates. In clerical occupations, the percent of employees with college degrees increased one percent from FY09 to 12%. This was higher than the DOD rate (10%) and lower than the Government-wide (14%) which both increased one percent from the FY09 rates.

For other white collar occupations, the percent with college degrees decreased one percent from FY09 to 9%. The rate for DOD is 11% (one percent increase from FY09) and the rate for Government-wide is 19%.

Army and DOD had a significant drop in monetary and time-off awards beginning in FY08 as NSPS was implemented. The rate in FY10 was 604 awards per 1,000 employees while the DOD had 735 per 1,000 employees and the Government-wide rate was 663 per 1,000 employees.

Army's rate of disciplinary and adverse actions continues to be lower than DOD or Government-wide rates. In FY10, the rate per 1,000 employees was 8.7 in Army, 8.9 in DOD, and 9.1 Government-wide.

WORKFORCE REPRESENTATION

Army's percentage of minority employees remained almost the same as last year's percentage. The overall minority percentage in the Army has increased since FY00. It was higher than the DOD percentage but lower than the Government-wide percentage. 18% of Army's employees were African-American or Black in FY10 (compared to 16% in DOD and 17.5% Government-wide). 6.8% of Army's employees were Hispanic in FY10 (compared to 6.1% in DOD and 7.8% Government-wide). 4.8% of Army's employees were Asian-American/Pacific Islander in FY10 (compared to 6.7% in DOD and 5.9% Government-wide). 1.2% of Army's employees were Native American in FY10 (compared to 1.1% in DOD and 2.1% Government-wide).

Army's percentage of female employees in FY10 decreased slightly from last year to 38.3%. It was slightly higher than the DOD percentage (36.5%) and lower than that of the Government-wide rate (44%). Army's percentage of FY10 female new hires (37%) was three percent less than FY09 (40%).

Army's percentage of employees with self-reported disabilities remained the same as FY09 at 8.2% of the workforce. It is higher than both the DOD (7.2%) and Government-wide percentages (6.9%).

Army's percentage of female DA intern new hires decreased from 39% to 32% for FY10. Local interns decreased from last year from 40% to 34%.

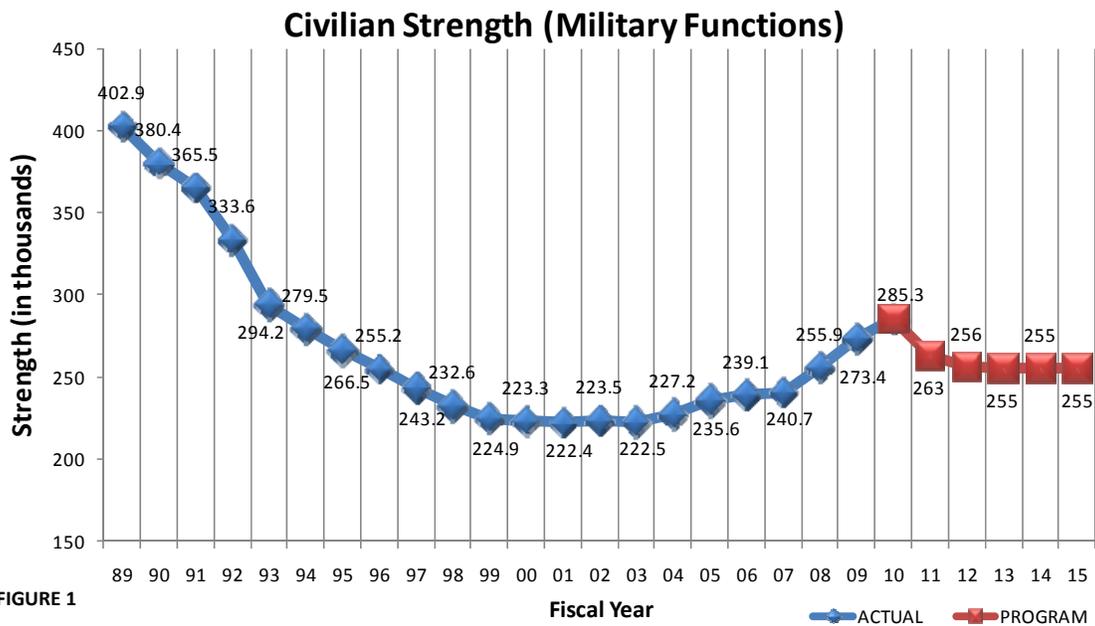
In FY10, the RNO/ERI percentage of DA intern minority new hires was comparable to FY09. The RNO/ERI percentage of local intern minority new hires was lower in all categories than FY09. Army minority new hires decreased by two percent from FY09 to FY10. Within minority groups, Black new hires decreased and Hispanic new hires increased. American Indian/Alaskan Native and Asian American/Pacific Islander new hires remained constant.



FY10: THE YEAR IN REVIEW

Army's Civilian Corps

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (AF) and non-appropriated fund (NAF) employees. As of September 30, 2010, there were 261,995 US direct hire employees and 23,331 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There are also 30,410 NAF employees on board. These civilians are employed in over 550 different occupations with the highest concentrations in logistics, research and development, and base operations functions. Approximately 7,000 civilians were deployed in FY10. Of the 7,000, approximately 2,310 were in support of Operation Enduring Freedom and 4,690 were in support of Operation Iraqi Freedom (renamed Operation New Dawn).



ARMY CIVILIAN GAINS AND LOSSES

The Army gained more civilians than it lost in FY10 (see Figure 2) when civil functions are included. The size of the Army civilian workforce has stabilized since the drawdown began in 1989 (Figure 1). The average age increased from 42.0 in FY89 to 46.3 in FY10. Tenure decreased slightly from 13.5 years in FY89 to 13.4 years in FY10. There were 6,504 US Direct Hire Active civilian retirements from Army in FY10. This is an increase from the 5,887 retirements in FY09. This data includes all active US Citizen Direct Hire Appropriated Fund employees. All gains and losses are included.



FIGURE 2

SOURCE: WORKFORCE ANALYSIS AND FORECASTING SYSTEM/OFFICE OF PERSONNEL MANAGEMENT

The following are FY10 highlights of the Assistant G-1 for Civilian Personnel major functional areas:

ARMY G-1 CIVILIAN PERSONNEL

EMPLOYMENT POLICY DIVISION

- Approved and funded a structured developmental CP-10 development program for policy and program development positions.
- Developed the Army's first civilian wellness program strategic initiative to help employees enhance mental and physical well-being, prevent health problems, engage in health-promoting behaviors, and find assistance and support in times of need.
- Continued emphasis on achievement of Department of Army Workers' Compensation Program goals has resulted in considerable cost savings, reductions in long term claims, and the program manager receiving the Pace Award which is given for a contribution of outstanding significance to the Army.
- Developed and delivered delegations of authority, policy guidance and instructions for personnel program execution.
- Provided Department of Army representation to an OSD Lean Six Sigma initiative to resolve a five year backlog in obtaining special retirement coverage and retroactive service credit for firefighters.
- Developed Electronic Entrance on Duty (eEOD). The eEOD will replace the manual on-boarding process.
- Represented Department of Army and provided EPD representatives to OSD Civilian Expeditionary Workforce (CEW) task groups to develop and recommend OSD policy for the identification of CEW positions and deployment and training of CEW volunteers.
- ArmyCivilianService.com: Successfully migrated the CPOL employment pages to a .com. The new recruitment site will serve as the employment portal for Army positions worldwide.
- As a result of the natural disaster in Japan, EPD established and led the AG-1 CP Human Resources Working Group to address policy and operational issues involving DACs and their family members in the Japan AOR.

PROGRAM SUPPORT DIVISION

- Processed 184 honorary award actions, 1 non-defense personnel award actions for the Secretary of Defense Medal for the Defense of Freedom.
- Reduced Army Incentive Awards processing time from 26 days last year to 12 days this year.
- Conducted Secretary of the Army Annual Awards Ceremony, honoring 16 award recipients.

- Presented the William H. Kushnick Award to Ms. Jo Ann Robertson, Chief, Civilian Human Resources Division, Directorate of Human Resources, U.S. Army Medical Command (MEDCOM) since she flawlessly managed MEDCOM's program encompassing over 40,000 civilians, setting the pace and demonstrating a total commitment to personal and professional excellence.
- Presented the John W. Macy Jr., Award to Mr. Gerald A. Darsch, Director, Department of Defense Combat Feeding Directorate, US Army Natick Soldier Research, Development and Engineering Center (NSRDEC), US Army Research, Development and Engineering Command for excellence in leadership in directing and managing his multidisciplinary and diverse professional staff of over 100 scientists, engineers, analysts, and technical specialists in a cohesive and comprehensive 10-year technical program that supports deployed Warfighters around the globe with quick-reaction products, technologies, and services to enhance the combat effectiveness and quality of life for Soldiers wherever they are deployed.
- Presented Nick Hoge Award for the best professional paper to Mr. Kevin Besser, Human Resources Specialist, Headquarters, Deputy Chief of Staff G-1, U.S. Army Materiel Command for an exceptionally well-organized and well-written paper that represented the greatest merit entitled, "Human Capital Management: The Who and How of Institutional Transformation".
- The Spirit of Hope Award was presented to Mr. William White for providing superior performance of selfless service by creating an environment of healing and hope for America's disabled service members which he befittingly named Camp Hope.
- Freedom of Information Act (FOIA) Office received 111 cases in FY10. 97 of these cases were closed and 13 of the remaining 14 cases were with TJAG for legal review at the end of the FY.
- Completed BRAC Design Intent Drawings for AG-1/CP move to Ft. Belvoir.

CIVILIAN PERSONNEL EVALUATION AGENCY

- Conducted a Civilian Human Resources review of the United States Army Force Management Support Agency (USAFMSA).
- Currently conducting an Army-wide study of firefighter, law enforcement officer, and air traffic controller retirement coding and administration.
- Continues to participate in the G-2 DCIPS program evaluation.
- Managed the AG-1(CP) civilian survey program: Army Civilian Attitude Survey, the Army Exit Survey, the Supervisory Assessment of Civilian Personnel Advisory Center (CPAC) Performance, the Supervisory Assessment of Non-Appropriated Fund (NAF) Human Resource Office (HROs) Performance Survey, the Army Wellness Survey, and the AG-1(CP) BRAC Retention and Relocation Survey.
- Conducted an evaluation of the return-on-value of Army's competitive professional development and academic degree programs.
- Developed plans for bringing the Civilian Leader Improvement Battery (CLIMB), a competency-based leader assessment tool, in-house.
- Completed evaluations of NSPS key performance parameter analyses and special studies encompassing recruitment, retention, reassignment, relocation, and performance management as requested by the ASA (M&RA).
- Completed Continuity of Operations Plan (COOP) updates and essential testing for the G-1 and AG-1(CP) functional missions, emergency staff, and proposed alternate sites.
- Conducted performance rating and payout analyses for Army employees under NSPS performance management system.

CIVILIAN INFORMATION SERVICES DIVISION

- Migrated the functionality within OPF Tracker, a stand-alone application that tracks hard-copy OPFs, into the CPOL-Portal as an integrated capability.
- Expanded existing CPOL-Portal Inbox Statistics capabilities that track Appropriated Fund Request for Personnel Actions (RPAs) to include Non-Appropriated Fund RPAs.
- FASCLASS was updated to assist in converting NSPS positions to GS as required by DoD mandate. The tool was used to identify anomalies to be addressed before the conversion, allow for approval/accountability of senior leadership decisions to convert individual positions that did not follow standard conversion rules, and allowed for the reporting on Army's posture/status in converting groups of positions.

- FASCLASS was modified to incorporate JTF-CapMed positions as part of Army's new mission to provide Civilian HR services to JTF-CapMed.
- AG-1CP continues to provide Civilian HR data to external organizations as required facilitating their implementation of enterprise applications. During the fiscal year, AG-1CP coordinated with IMCOM, NGB, and WAFO to provide the required data in an environment that conforms GNEC mandates.
- At the direction of OPM, Army's Staffing Suite was updated to include Category Rating and integrated the capability to view application status from within USAJOBS for Army Civilian vacancies posted and applied through USAJOBS.
- Designed and developed an Army Enterprise Positions (AEPs) Dashboard allowing commander's a quick indication as to the status of their key senior civilian positions enabling them to align these critical resources against organizational priorities.
- Successfully supported the Army EEO office in delivering the EEOC mandated 462 and MD-715 report on schedule.

LABOR RELATIONS

- Prepared various guidance documents, to include council bylaws and briefing charts, to assist activities in the implementation of E.O. 13522, Creating Labor-Management Forums to Improve Delivery of Government Services.
- Conducted teleconferences with installations impacted by FLSA grievances
- Worked with activities in fulfilling their labor relations obligations regarding the implementation of AR 190-56, The Army Civilian Police and Security Guard Program.
- Provided guidance on the labor relations implications associated with various reorganizations, such as the movement of ASAP from MEDCOM to IMCOM.
- Conducted numerous consultations with the national unions.
- Served as Army's representative in meetings with the Department of Defense on issues involving labor relations.
- Assisted DoD in its development of the Case Management Tracking System
- Provided labor relations guidance associated with the implementation of various programs affecting civilian employees.

NONAPPROPRIATED FUND HUMAN RESOURCES

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), Headquarters Family and Morale, Welfare & Recreation Command (FMWRC), Headquarters Installation Management Command (IMCOM), and Civilian Human Resources Agency (CHRA).
- Conducted NAF CHR program reviews at Fort Myer, Fort Stewart, Fort Belvoir, Dragon Hill Lodge, Yongsan and USAG Daegu Korea, and West Point. Provided reports of findings and recommendations to IMCOM, FMWRC and CHRA.
- Participated as a key component player in DoD Joint Basing Committee; provided information on supplemental and implementation guidance as applicable to the NAF workforce.
- Developed a report and calculated turn-over rates within Army NAF compared to other DoD Component NAF activities and private sector in like industries and conducted a briefing on behalf of FMWRC.
- Developed and provided policy guidance for expanded rules on Family Medical Leave Act, leave Benefits to Families of Service members for NAF Employees.
- Developed and provided guidance for expanded Family Friendly Leave Policies for NAF Employees. The policies provides new and expanded definitions for "family member and immediate relative" consistent with 5 C.F.R. part 630; clarifies the definition of "son or daughter" under the Family and Medical Leave Act (FMLA), and extend the family support policy to regular employees and regularly scheduled flexible employees in continuing positions, who have same-sex domestic partners, to use up to 24 hours of LWOP.
- Developed and provided guidance for the implementation of Reservist Differential for NAF Employees Who are Members of the Reserve or National Guard Called or Ordered to Active Duty Under Certain Provisions of Law. The guidance is to assist the NAF Human Resource Offices with administering the requirements under the law.

- Developed and provided guidance for the NAF Sunday Premium Pay for Regular Part-time and Flexible Regular Scheduled-Employees (NAF Administrative Claims for Sunday Premium Pay as a Result of the Decision in *Fathauer v. United States*, 556 F. 3d 1352 (Fed Cir. 2009). The guidance is to assist the NAF Human Resources Offices with administering the requirement under Back Pay Act (5 U.S.C. 5596).
- Developed and provided guidance for the implementation of Non-Foreign Area Cost of Living Allowances (COLA) Changes. The policy provides guidance on Non-Foreign Area COLA and specifies the authorized rates for Army NAF employees in NF pay levels 3 thru 6 and CY pay bands employed in the states of Alaska and Hawaii and the Commonwealths of Puerto Rico, Guam and the Northern Mariana Islands.

STRATEGIC HUMAN CAPITAL DEVELOPMENT DIVISION

- Developed the Army's Strategic Civilian Human Capital Plan and Implementation Plan as proposed Annex to Army Campaign Plan
- Developed White Paper on Army's Supervisory Assessments to address Merit System Protection Board concerns from study of retiring Federal supervisors
- Designed, published and distributed demographic trends and assessments for 23 career programs and MACOMS
- Developed innovative rate generation process to increase the accuracy in our forecasting techniques for a more accurate measure of retirement
- Created an integrated business management architecture that allows for secure access to authoritative data analysis for better decision making
- Developed a prototype process for creating competency based vacancy announcements, automating competency interface to IDPs and career maps, and automating the interfaces between the Competency Management System and the CHRTAS training management system
- Generated workforce planning forecasts for selected MCOs based on requirements input from functional managers.
- Generated workforce planning forecasts for selected MCOs based on mission based strength requirements input from functional managers.

HUMAN RESOURCES PROGRAM DEVELOPMENT DIVISION

- Issued Army guidance on legislative and OPM regulatory changes concerning the Family and Medical Leave Act.
- Completed and provided Army annual telework posture report to DoD. Major contributor to the revision of the DoD Telework policy. Telework has become a high visibility program with White House direct involvement and strong OPM support.
- Provided monthly reports and analysis for the AG-1CP to update the VCSA on civilian suicide.
- Developed Army enterprise solution strategy for the Total Army Performance Evaluation System (TAPES) for implementation in 2010 and 2011 rating periods.
- Completed exploratory study for establishing a leave bank at DoD, Army, or command level, and prepared a draft policy for leave banks to be established at the command level.
- Completed exploratory review and provided comprehensive cost analysis, in support of AFAP, concerning an increase to 1.5 hours compensatory time off for each hour overtime worked.
- Developed an action plan to implement DoD recommendations concerning enhanced visibility on indicators of work place violence and greater management flexibilities in addressing behaviors of concern.
- Developed and staffed comprehensive Army policy, transition plan, and strategic communications documents to implement the repeal of NSPS in accordance with NDAA 2010 and DoD guidance.

- Provided oversight and guidance for the successful and timely transition of approximately 67,000 employees from NSPS to GS between May and August, 2010.
- Partnered with CHRA to develop procedures and deployment strategies for deployment of the electronic Personnel Folder (eOPF), to include back file conversion, marketing strategies, training development, fiscal planning, system (access/integration and interface) issues and day forward scanning operations.

REGIONAL PRODUCTIVITY INDICATORS

- HQDA monitors Civilian Human Resources indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. In our *Civilian Human Resources FY10 Annual Evaluation* the following statistics are gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, Cancellations and Corrections.

	Staffing Quality and Timeliness		Classification				Workforce Sizing			
	# of recruit/fill actions	Avg. fill time (days)	Routine actions	avg # of days	Non-routine actions	avg. # of days	Realignments	A-76 studies	RIFs	Reorganizations
Southwest	22,878	46	18,127	1	3,407	12	20,482	0	4	33
South Central	18,602	49	14,426	3	2,884	13	8,057	0	3	35
Northeast	17,354	50	13,366	2	2,616	15	6,295	1	5	3
North Central	18,180	46	14,587	2	2,700	10	8,349	0	70	259
West	19,329	58	15,801	4	2,637	19	12,892	0	9	23
Europe	7,339	55	5,873	7	1,304	11	2,219	0	0	33
Far East	3,899	47	3,060	2	555	15	851	0	2	0
ABC-C										
TOTAL	107,581	50	85,240	3	16,103	14	59,145	1	93	386

	Pay Management		Training			Awards			Cancellations and Corrections	
	Pay problems resolved	Avg. # of days to resolve	Courses	Employees trained	Training records updated	Monetary	Total \$\$\$	Non-monetary	Canceled actions	Corrected actions
Southwest	1348	12		32,461	219,370	58,110	\$11,591,356	10,098	4,070	7,512
South Central	535	27		27,215	235,917	54,948	\$14,009,539	12,717	3,081	3,115
Northeast	198	62		28,986	231,360	54,639	\$27,869,593	5,101	3,852	4,045
North Central	4930	4		25,999	271,355	47,787	\$17,779,422	6,653	3,119	5,595
West	475	20		24,770	197,003	50,304	\$10,381,664	9,084	5,146	5,121
Europe	133	55		4,784	17,157	12,063	\$5,102,596	1,180	1,289	1,465
Far East	73	67		3,738	13,570	2,653	\$1,899,078	484	437	426
ABC-C	321	40								
TOTAL	8013	12		147,953	1,185,732	280,504	\$88,633,248	45,317	20,994	27,279

CIVILIAN HUMAN RESOURCES AGENCY (CHRA)

- Developed and managed the full suite of automated BRAC Program Planning Tracking tools and Execution tools.
- Completed Non-appropriated Fund (NAF) Joint Basing transition – 1,394 actions were processed to transfer the DCPDS records to the gaining component. Representatives from Army, Air Force and CPMS participated in the transfer process.
- Exceeded NSPS conversion out goals – CHRA staff executed the transition of more than 69,000 employee records with an overall accuracy rate of 99.75%.
- CHRA's ABC-C was selected by the U.S. National Guard Bureau (NGB) to provide benefits services to more than 60,000 military technicians. CHRA was chosen because of the exceptional reputation of the ABC-C and the quality and timeliness of service.
- CHRA participated in and won the bid to provide HR services to support JTF CapMed. Selection based on CHRA's reputation and capability to provide comprehensive HR services in all functional areas, especially noteworthy were CHRA's automation initiatives
- Developed and executed Injury Compensation Program Administrator (ICPA) training – Trained 75 ICPAs in FY 10 – Reduced FECA costs by 2% from FY 09
- Returned 142 employees to work in 2010 – Increase of 32% from 2009 (Future cost savings of \$129M)
- Discovered and recouped over \$50K in fraudulent FECA claims

- Recruited and selected 8 candidates for the CPAC Chief Candidate Development Program – Orientation conducted in summer 2010 and IDPs completed.
- Initiated Quarterly Customer Survey – “Less than 20 Questions” which included personal video message to customers – Solicited input from customers to improve CHRA customer service. Input is being used to improve areas of weakness and to enhance communications with our customers

COST / EFFICIENCY



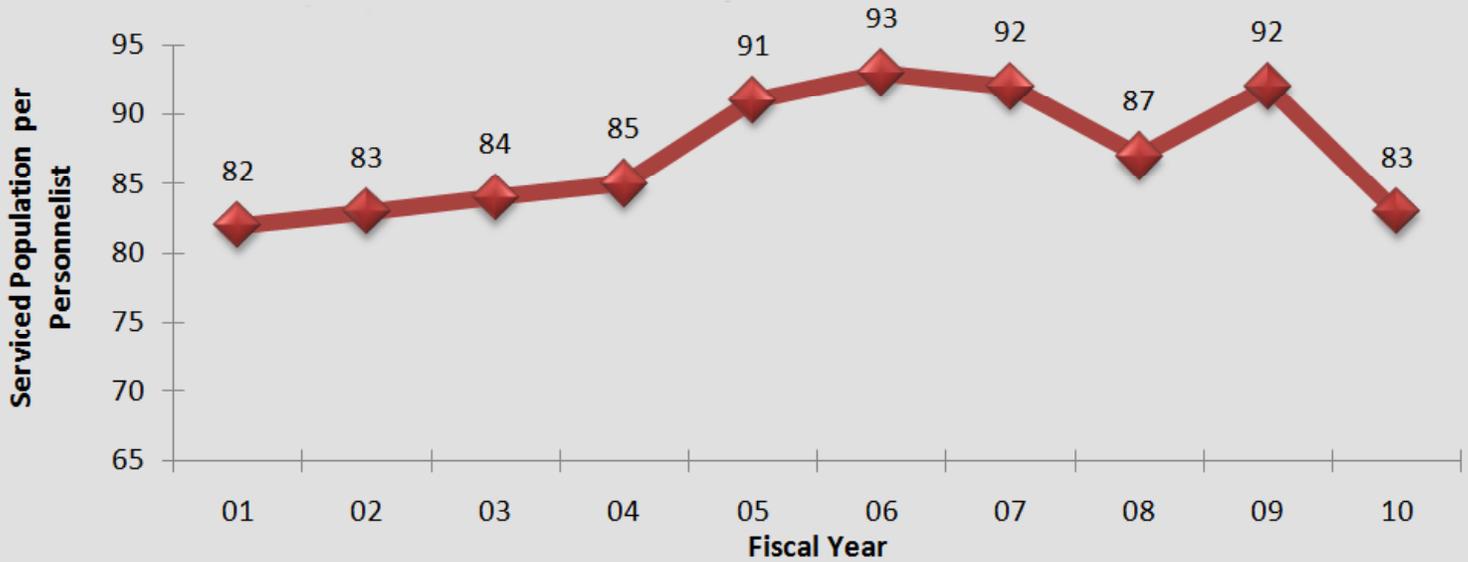
SMDC-One: The first Army-built satellite in more than 50 years

Photo Courtesy of U.S. Army

1-1 Servicing Ratio

Objective: 1:88 for FY10

Assessment: Not Met



Fiscal Year	01	02	03	04	05	06	07	08	09	10
Serviced Population	225,937	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194
Personnelists	2,752	2,759	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620

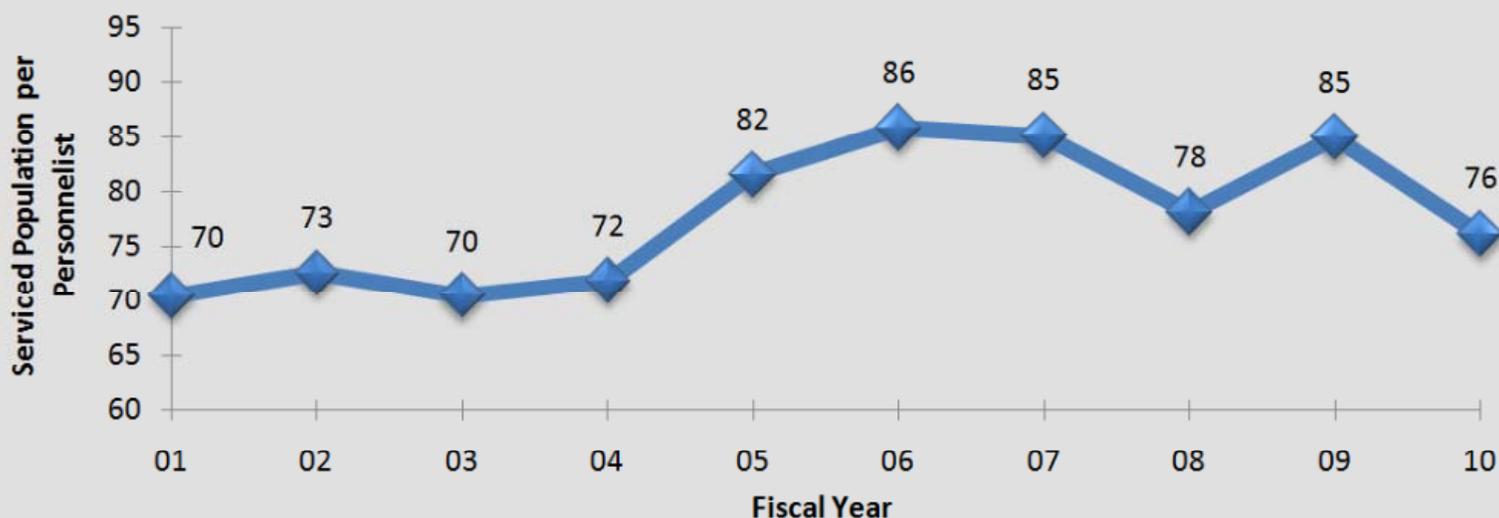
Analysis:

- The OSD goal was not met. The number of personnelists increased at a faster rate than the serviced population, causing the service ratio to decrease from 1:92 in FY09 to 1:83 in FY10. Personnelist increase was primarily for additional Base Realignment and Closure (BRAC) workload.
- "Operating-level" is identified as personnel in CPACs and regional processing centers. "Personnelist" is historically defined as employees in series 201, 203, 212, 221, 230, 233, and 235. Currently, all personnelists are 201s. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees, excluding National Guard Bureau (Title 32) employees.

1-2 Servicing Ratio

Objective: 1:80 for FY10

Assessment: Not Met



Source: CivPro.

Fiscal Year	01	02	03	04	05	06	07	08	09	10
Serviced Population	225,937	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194
Personnelists	2,752	2,759	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620
Administrative Support	456	408	520	527	311	230	244	343	247	350
Total Operating Level	3,208	3,167	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970

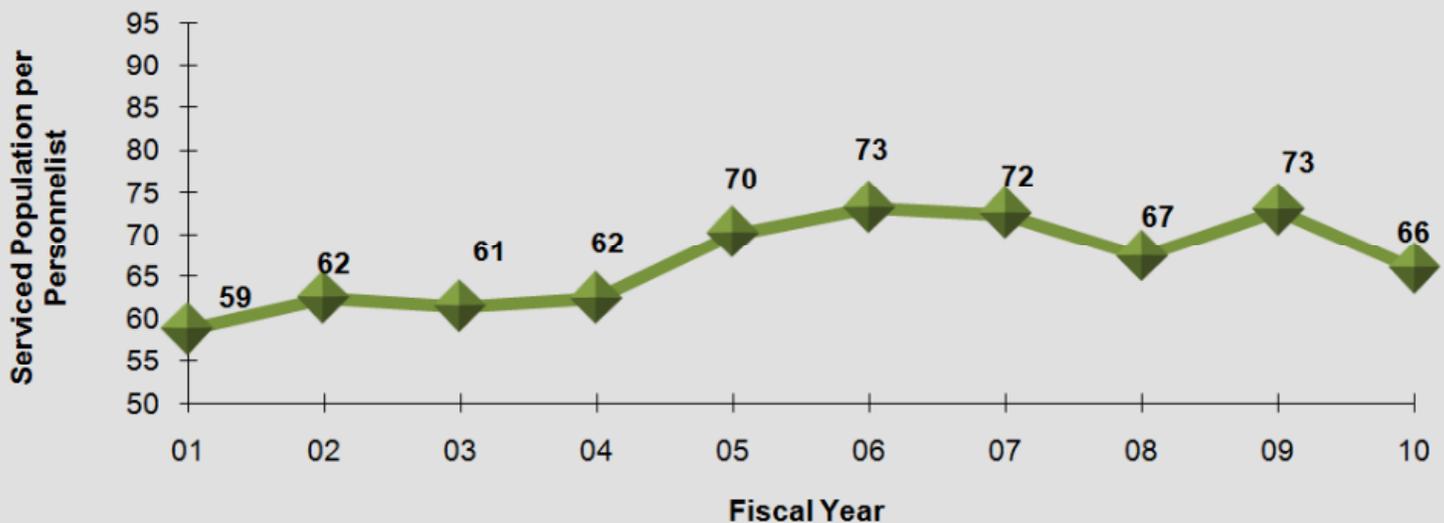
Analysis:

- The OSD goal was not met. The number of personnelists and administrative support increased at a faster rate than the serviced population, causing the service ratio to decrease from 1:85 in FY09 to 1:76 in FY10. Personnelist increase was primarily for additional Base Realignment and Closure (BRAC) workload.

- "Operating-level" is defined as personnel in CPACs and regional processing centers. "Personnelist" is historically defined as employees in series 201, 203, 212, 221, 230, 233, and 235. Currently, all personnelists are 201s. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard Bureau (Title 32) employees.

1-3 Servicing Ratio

Objective: None Established



Source: CivPro.

Fiscal Year	01	02	03	04	05	06	07	08	09	10
Serviced Population	225,937	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194
Operating Level (plus admin)	3,208	3,167	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970
Staff Level (200-series only)	637	518	485	498	509	510	510	547	560	616
Totals	3,845	3,685	3,757	3,755	3,619	3,451	3,476	3,955	3,927	4,586

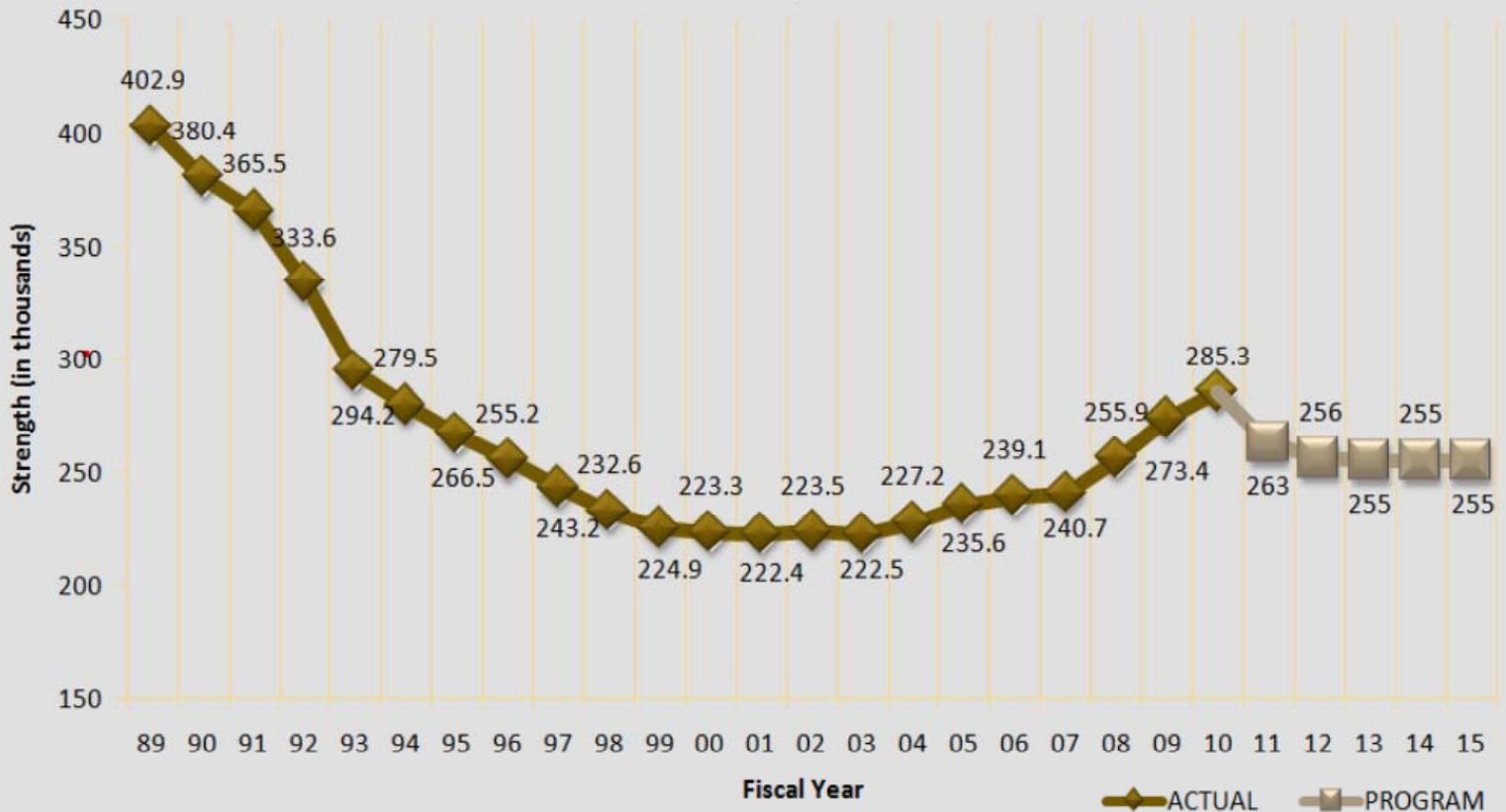
Analysis:

- In FY10 the number of staff level personnelists increased to 616, as the operating level personnelists and administrative support increased by 603. Operating personnelist increase was primarily for additional Base Realignment and Closure (BRAC) workload. The serviced population also increased; but more slowly, causing the service ratio to decrease from 1:73 in FY09 to 1:66 in FY10.
- This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is historically defined as employees in series 201, 203, 212, 221, 230, 233, and 235. Currently, all personnelists are 201s. "Administrative support" includes all other series in operating personnel offices (e.g., 318, 334). Administrative support in staff offices are not included because historical reports did not contain the data. "Serviced population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees; excluding National Guard

1-4 Civilian Strength

Objective: 258.8K for FY10

Assessment: Exceeded



Source: SF113A Report and Supplements (Actual), program FY2011 President's Budget (Projected).

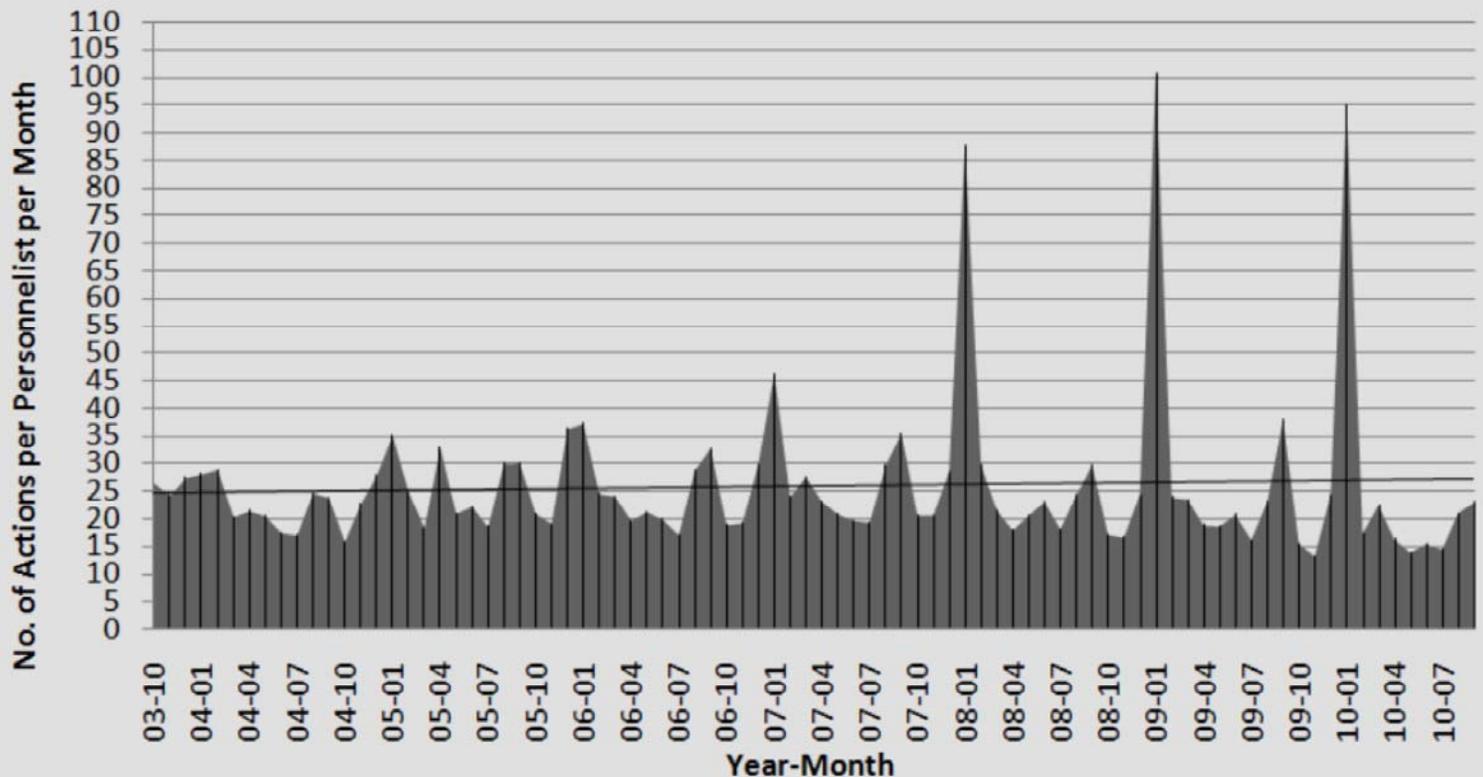
Analysis:

- The objective was exceeded primarily due to today's "Army at War". Increasing levels of military end-strength and heavy operational demands have led to greater reliance on the civilian workforce to provide essential but non-military services and support. These essential services include medical support, equipment repair, and additional garrison services for military members and their families. FY10 civilian strength, at 285,326 civilians, was over the target number of 258,802 civilians.
- Civilian strength is defined as appropriated function, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-10 numbers represent on-board strength at the end of the fiscal year. FY11-15 numbers represent programmed strength, not full-time equivalents (FTEs).

See Appendix 1-4 for Command strength data.

1-5 Productivity

Objective: None Established



Source: CivPro.

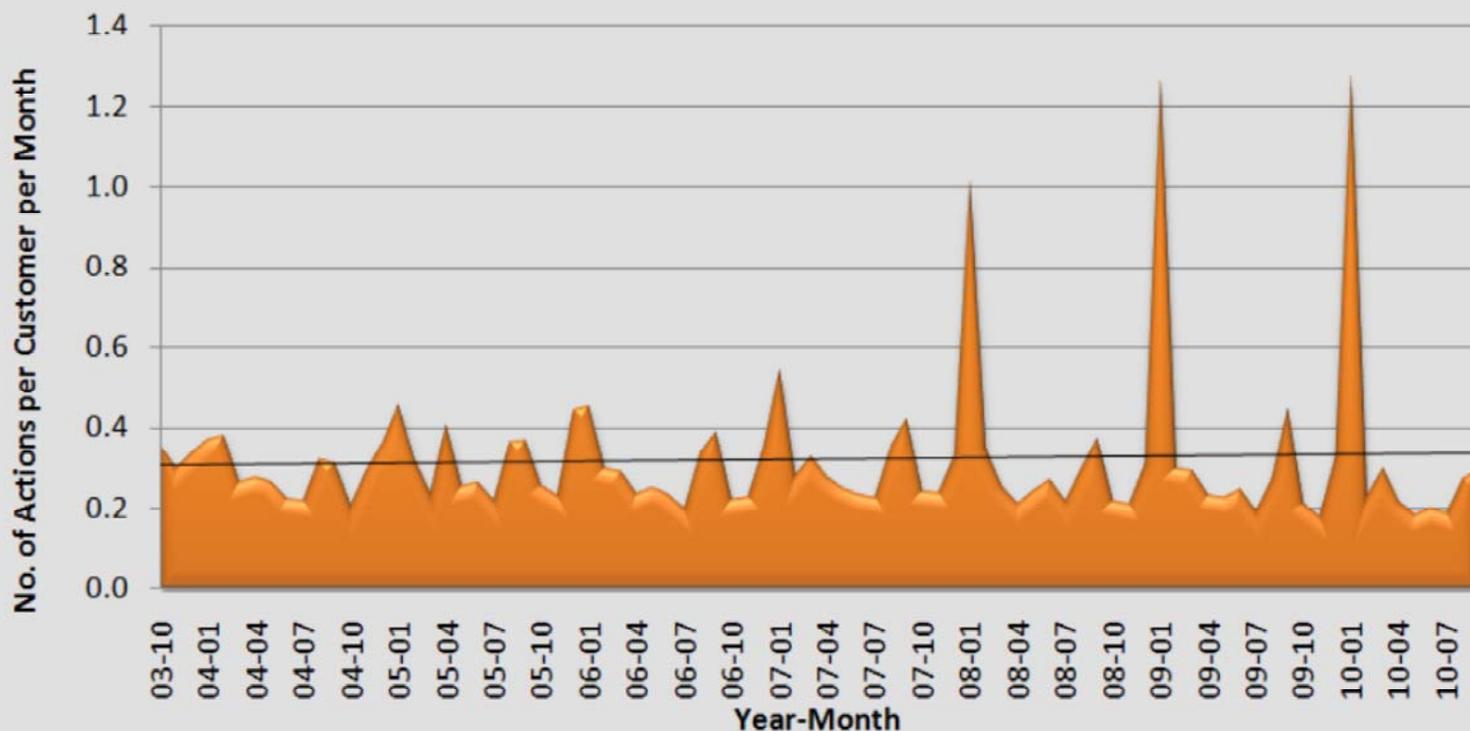
Fiscal Year	04	05	06	07	08	09	10
Production Ratio	23.4	25.0	25.2	26.2	28.4	28.6	24.4

Analysis:

- In FY10 productivity per personnelist was 15% lower than in FY09. This is due primarily to the increase in personnelists. The major historical monthly fluctuations are the peaks due to performance appraisals and awards (particularly in January 2008, 2009, and 2010) with most of the Army's appraisals and awards being processed at the same time under NSPS.
- Production per operating-level personnelist is defined as the number of personnel actions entered into the Army Civilian Personnel System (ACPERS) divided by the total number of Army's operating-level personnelists. Operating-level personnelists include employees in CPACs and CPOCs in series 201, 203, 212, 221, 230, 233, and 235. The chart includes all personnel actions in ACPERS except: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes). NOAs 894 (Pay Adjustments) and 895 (Locality Payments). They are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN (Training), LN (Local Nationals), and OTH (Other) are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

1-6 Productivity

Objective: None Established



Source: CivPro.

Fiscal Year	04	05	06	07	08	09	10
Production Ratio	0.30	0.32	0.30	0.31	0.34	0.35	0.33

Analysis:

- In FY10 productivity per serviced customer was 6% lower than in FY09, reflecting a decrease in the number of overall actions with an increase in the serviced population. The major historical monthly fluctuations are the peaks due to performance appraisals and awards; particularly in January 2008, 2009, and 2010. Most of the Army's appraisals and awards were processed at the same time under NSPS.

- Production per serviced customer is defined as the number of personnel actions entered into ACPERS divided by the serviced population. "Serviced population" is defined as military and civil function appropriated fund employees and non-Army-employees, excluding foreign nationals and National Guard Bureau (Title 32) employees. The chart includes all personnel actions in ACPERS: NOAs 499 (SSN Changes), 900 (Data Element Changes), PSA (Position Establishments) and PSC (Position Changes) are excluded. NOAs 894 (Pay Adjustments) and 895 (Locality Payments) are excluded because they are mass change actions that artificially inflate the productivity scale. NOAs TRN, LN, OTH are excluded because of concerns about accuracy of some historical data. NOAs 001 (Cancellations) and 002 (Corrections) are excluded to provide a measure of original workload. Data on all excluded items are available in CivPro.

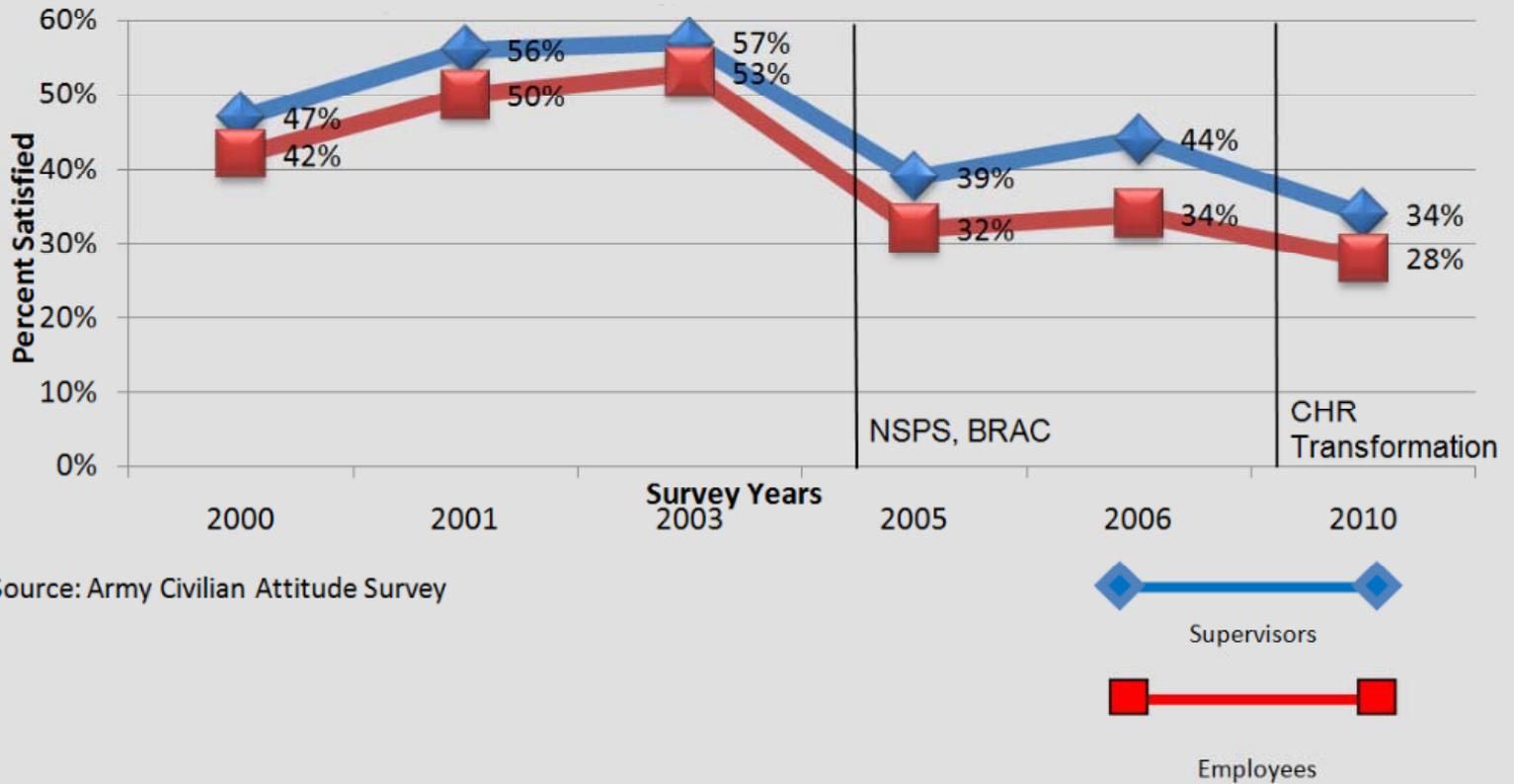


The 100th Army Contracting Command employee to sign into Redstone Arsenal, Ala., for duty.

Photo Credit: Ed Worley

CPA EFFECTIVENESS

2-1 CHR Customer Satisfaction



Analysis:

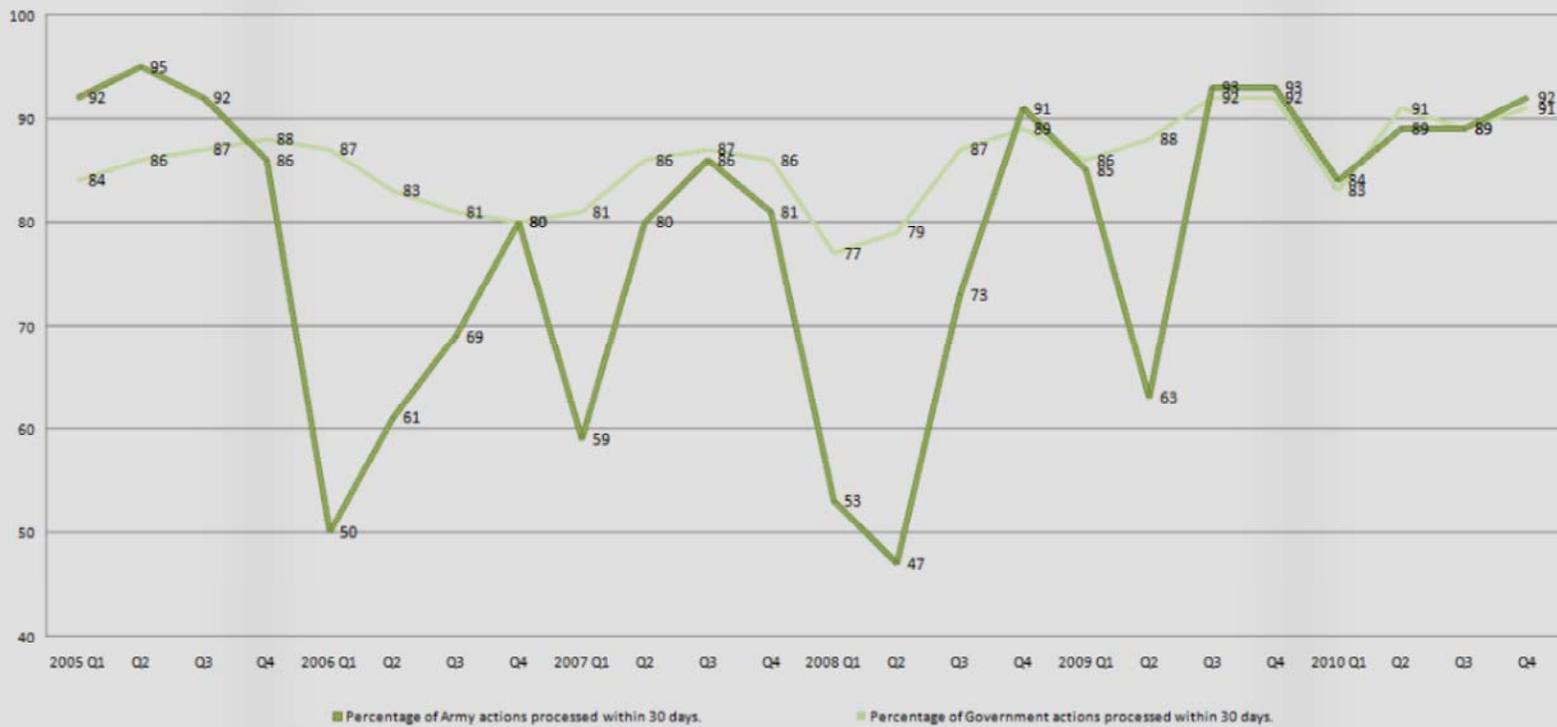
- Army's average of Customer Satisfaction with CHR was 34% for supervisors and 28% for employees.
- The following factors may have contributed to an overall reduction in CHR Customer Satisfaction:
 - The post-regionalization era, with a slow recovery in satisfaction close to pre-regionalization levels.
 - The impact of BRAC and NSPS implementation initiatives.
 - CHR transformation, with its shift to the modern emphasis on self-service online applications.
- These results reflect broad Army-wide trends. Careful item analysis can help inform detailed action planning for improving future results.

These declines have had a significant cumulative effect. Drops in satisfaction have invariably been followed by lesser degrees of recovery – with the effect of serious erosion in satisfaction over the long-term.

2-2 Timeliness of Processing Benefits

Objective: OPM standard is at least 80% of actions processed within 30 days

Assessment: Met



SOURCE: OPM AGING OF SEPARATIONS REPORT

ANALYSIS

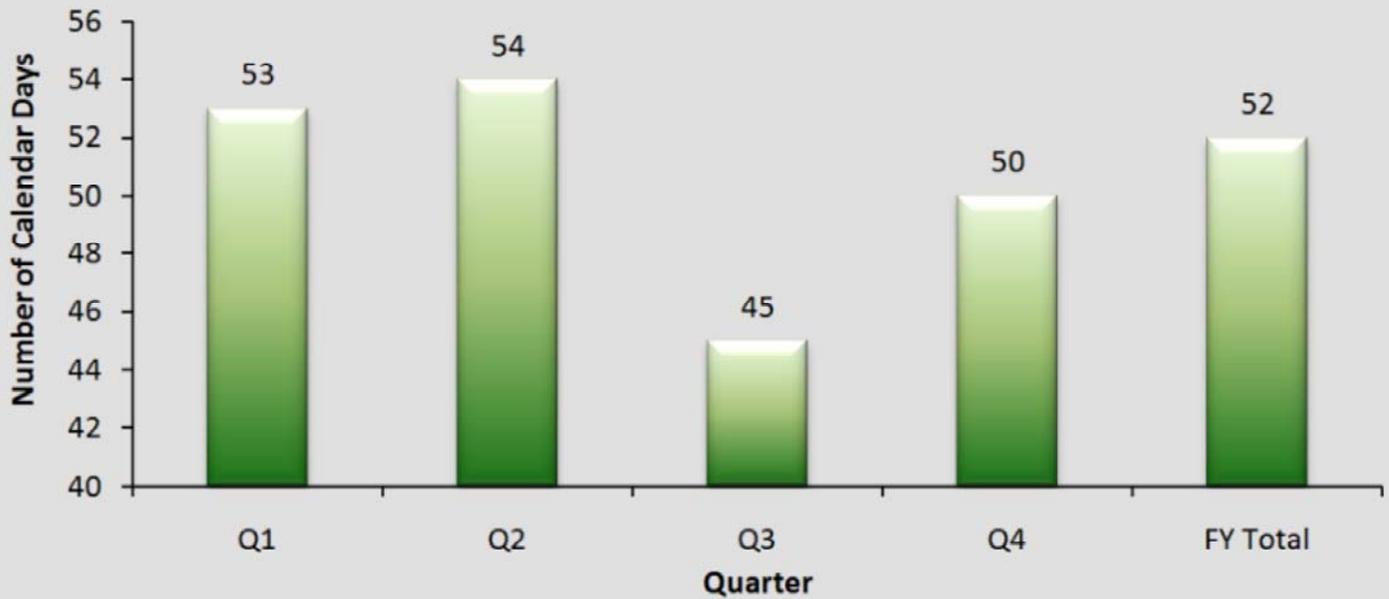
- Army met its goal of 80% of actions being processed within 30 days of submission. Over the past two years, Army has significantly improved its process and now exceeds the OPM standard.

The figures above are based on the total number of retirement, death, and refund claims submitted by Army employees.

2-3 Staffing Timeliness

Objective: 55 calendar days

Assessment: Met



Source: CivPro.

Analysis:

- Army met its objective of 55 calendar days in FY10. Average time to fill decreased by two days from 54 days in FY09 to 52 days in FY10. The average time to fill is not a simple average of the four quarters; it is a weighted average, taking into account the number of vacancies filled in each quarter.

- This indicator tracks fill time from receipt of the Request for Personnel Action (RPA) in personnel to the date the offer is accepted. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies. It does not include career ladder promotions or reassignment actions that merely represent a change in duties.

See Appendix, 2-3, for region breakout.

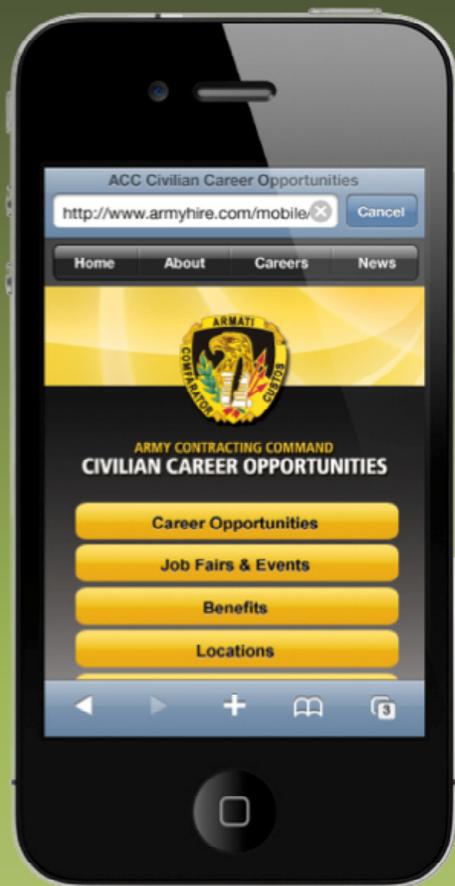
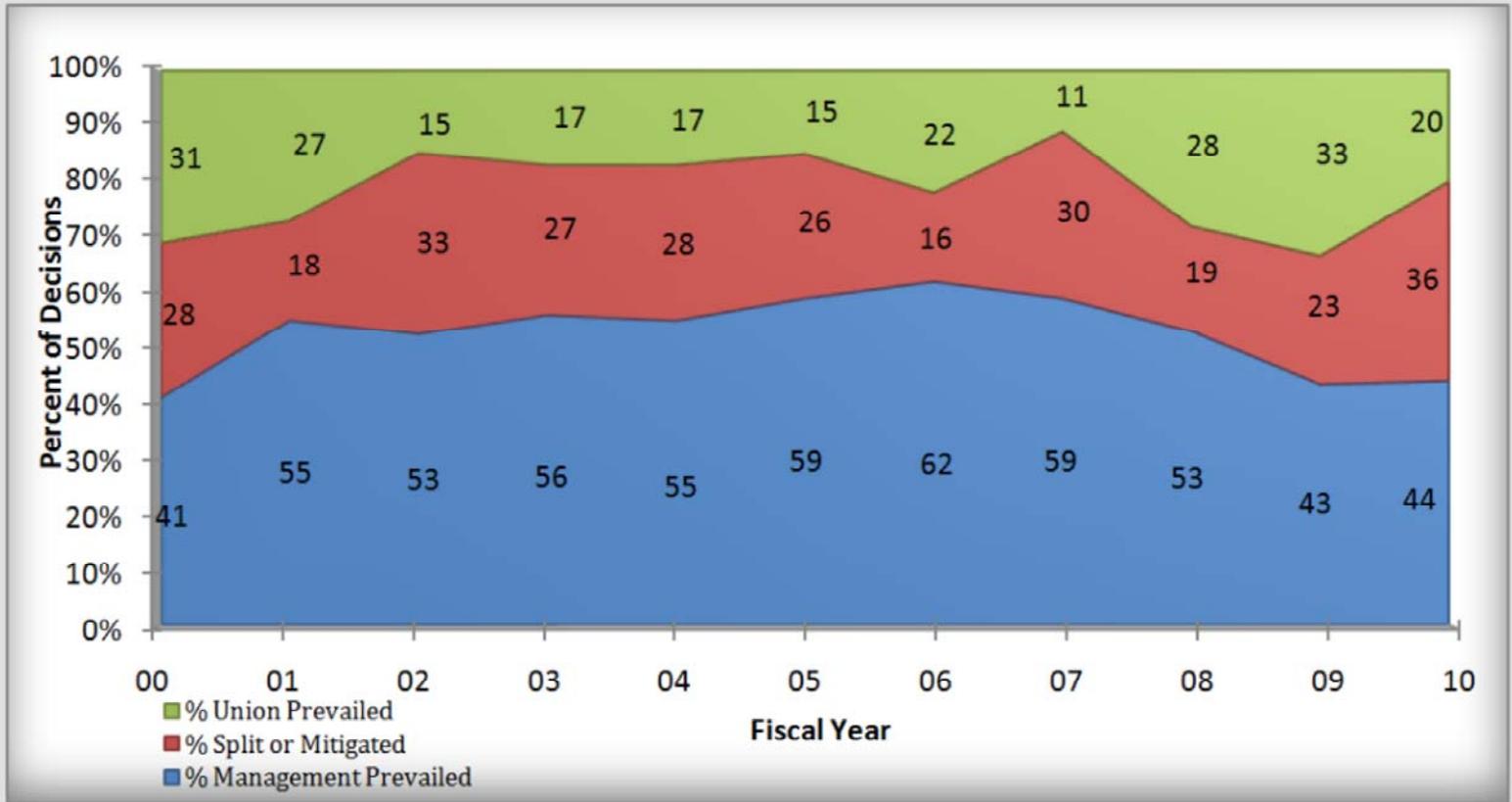


Photo Courtesy of the U.S. Army

CPM EFFECTIVENESS

3-1 Arbitration Decisions

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

Number of Decisions

Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
Management Prevailed	22	24	58	48	29	27	28	36	17	13	20
Split or Mitigated	15	8	36	23	15	12	7	18	6	7	16
Union Prevailed	17	12	16	15	9	7	10	7	9	10	9
Totals	54	44	110	86	53	46	45	61	32	30	45

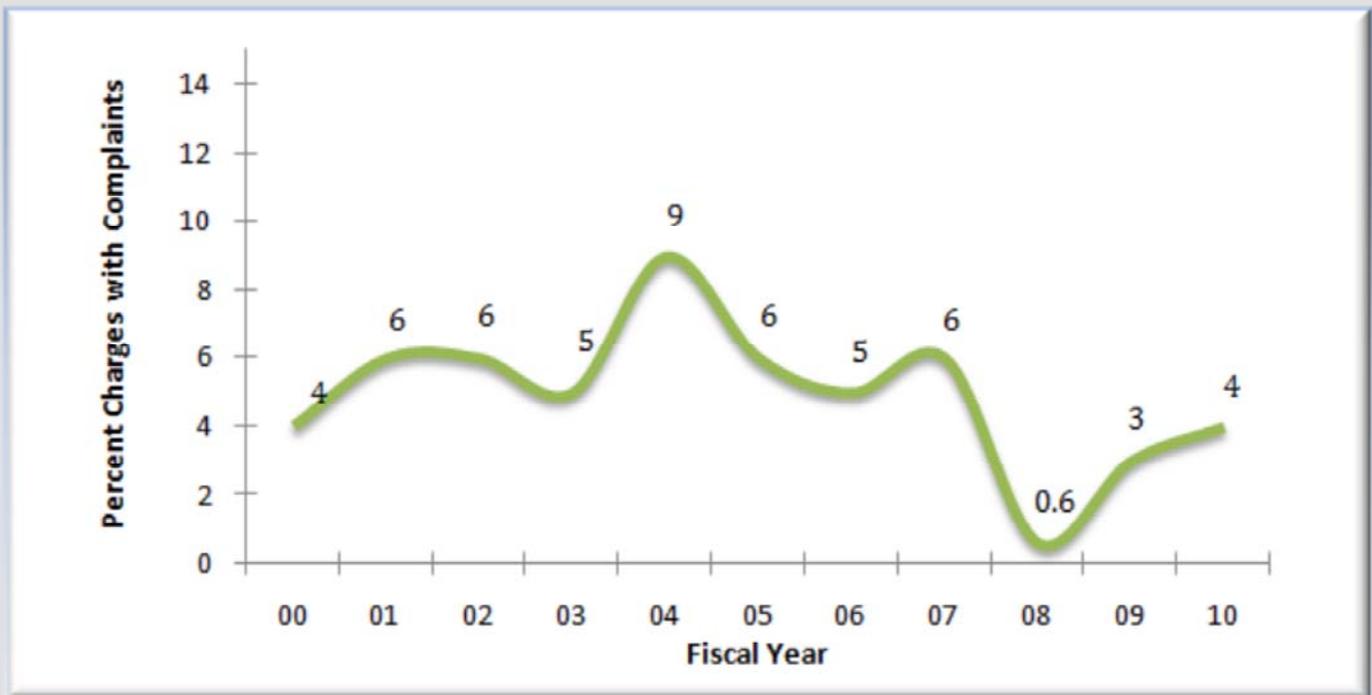
Analysis:

In FY10 44% of the decisions favored management, 20% favored the union, and 36% were split or mitigated. Historically, management typically wins between 40% to 60% of the decisions.

See Appendix 3-1 for FY10 Command data.

3-2 Unfair Labor Practices (ULP)

Objective: None Established



Source: Field data submitted for Annual Civilian Personnel Management Statistical Reporting Requirements

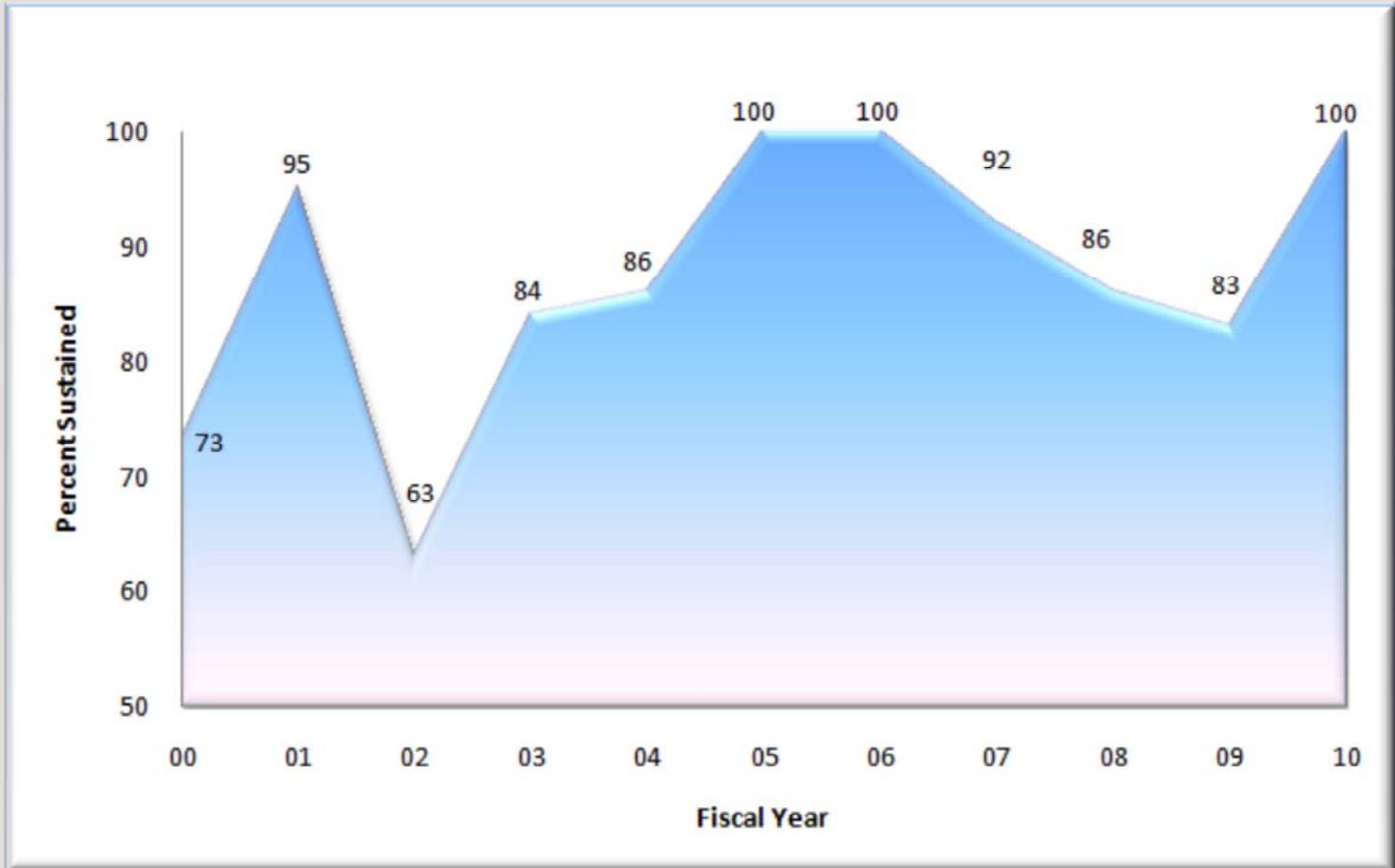
Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
ULP Charges	625	365	340	287	239	263	255	233	166	167	277
Complaints Issued	27	23	20	14	22	15	13	14	1	5	11

Analysis:

- The percent of ULP charges filed by unions for which complaints were issued by the FLRA increased by one percent in FY10. This percentage reflects the legitimacy of ULP charges brought. In FY10 the number of charges filed increased by 110 and the number of complaints issued increased by 6. Installation Management Command, Army Materiel Command, Medical Command, Army Corps of Engineers, TRADOC, and HQDA accounted for over 90% of the ULP charges in Army.
- See Appendix 3-2 for FY10 Command data.

3-3 Classification Appeals

Objective: Not less than 90% OSD and OPM Sustainment
 Assessment: Met



SOURCE: HEADQUARTERS DEPARTMENT OF THE ARMY HR PROGRAM DEVELOPMENT DIVISION

Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
Total Appeals	26	20	27	19	7	10	11	12	7	6	2
Sustained	19	19	17	16	6	10	11	11	6	5	2

ANALYSIS

Two adjudicated appeals were received in FY10. Both appeals were sustained and five more are pending. 100% of the adjudicated appeals received were sustained.

3-4 Federal Employees Compensation Act



Analysis:

- The total number of Long-Term Workers Comp cases, excluding death and permanently disabled cases, continue to decrease from 2,657 in 2009, to 2,512 in 2010.

The amount paid to claimants continues to also drop also, from \$121,092,387 in 2009, to \$114,099,314 in 2010. This progress has been overshadowed by the medical costs from \$49,011,081 in 2009 to \$50,646,986 in 2010. Because of the noticeable drop in compensation, the total cost of the program for 2010 balanced out at \$177,236,987 which was the lowest total since 2005. The cost for injuries to civilians while deployed to Iraq and Afghanistan rose to \$3,044,085 in 2010, compared to \$2,800,000 in 2009. Some of these injuries are severe and will require life-long care.

- Two more residential training classes for Injury Compensation Program Administrators (ICPAs) were held in 2010, training a total of 42 students during the year. However, the ICPA position continues to be one in which there is frustratingly high turnover, and we are continually training new ICPAs.

- The Program Manager continues to reach out to Safety and Medical personnel with a number of public speaking engagements to encourage partnership on returning injured employees to productivity. Implementing Guidance is forthcoming which will ensure uniformity in the program across all Commands.

- See Appendix 3-4 for Command data.

3-5 ACTEDS Execution

Objective: Execute 100%

Assessment: Met

OVERALL EXECUTION FOR THE ACTEDS INTERN PROGRAM

BREAKDOWN	EXECUTION		
	Percentage		Dollars
Salary/Benefits	85.42%	\$	124,760,981
Training	3.35%	\$	4,896,559
Travel	11.23%	\$	16,406,660
Army Wide	100%	\$	146,064,200

SOURCE: ASSISTANT G-1 (CP), TRAINING MANAGEMENT DIVISION AND DEFENSE FINANCE AND ACCOUNTING SYSTEM

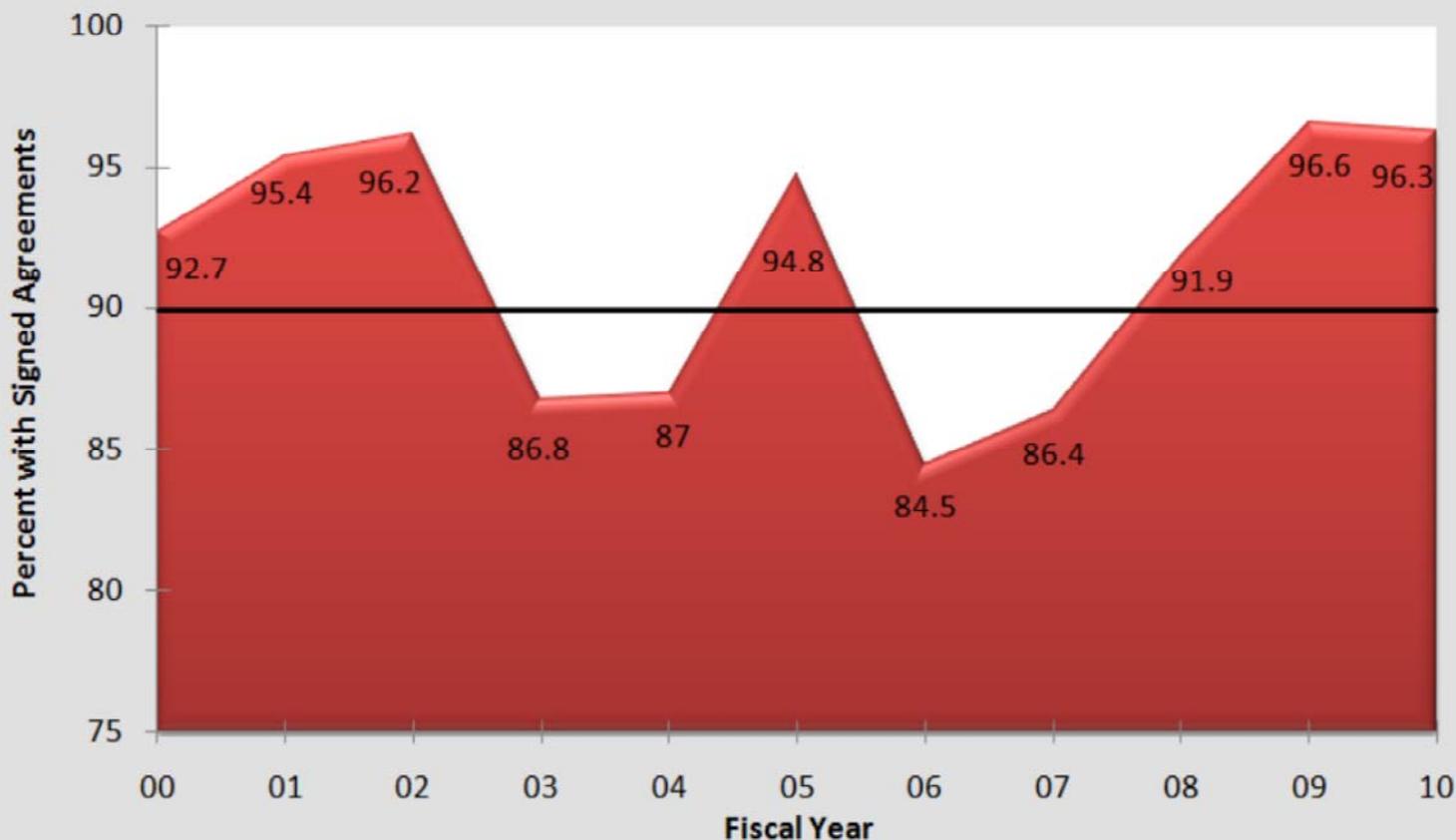
ANALYSIS

- In FY10, Army executed 100 percent of its ACTEDS intern dollars and its distributed work years.
- FY10 funds were executed centrally.

3-6 Emergency Essential Employees

Objective: 90% with Signed Agreements

Assessment: Met



Source: HQ ACPERS.

Analysis:

- Army met the objective. Commands not meeting the Army objective need to ensure Emergency Essential personnel are properly documented within the automated systems.
- The population for the above analysis includes employees coded as Emergency Essential (EE) who are also coded as being in EE positions. To be included in this population each employee had to be coded as an EE in both their employee and position fields. This approach was considered to be more conservative than one based solely on the employee code. With rare exceptions, all EE employees should be in EE positions. In FY10, 199 of 1,091 EE employees (18 percent) were in positions not coded as being EE positions. This percentage has continued over the years. The percentage of EE employees in EE positions with signed agreements has improved over the last four years. Army has two errors to be concerned about - the coding of EE positions and signed agreements for EE employees in these positions.

The following commands were below 90%: USACE, USAREUR, JOINT, USARPAC and HQDA.

- See Appendix 3-6 for raw data, Command data, and the computer codes used.

WORKFORCE

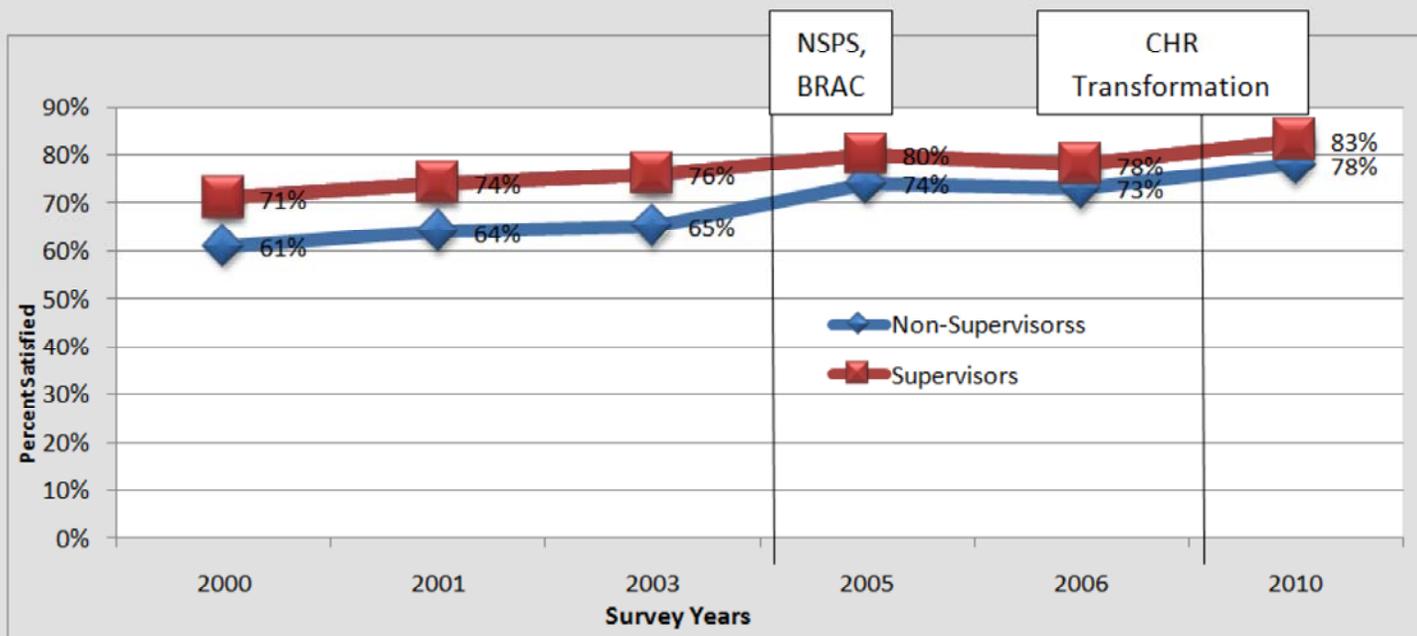


Medal of Honor recipient Staff Sgt. Salvatore Giunta

Photo Courtesy of the U.S. Army

MORALE

4-1 Army-Wide Job Satisfaction Trends

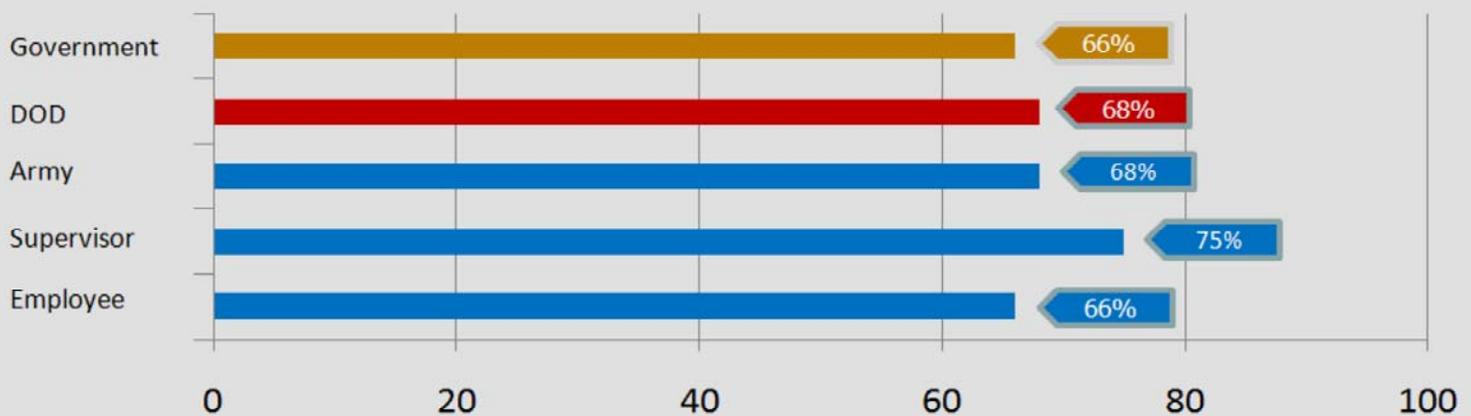


Source: Army Civilian Attitude Survey

Analysis:

- Army's average of Job Satisfaction was high; 78% for supervisors and 83% for non-supervisors.
- External events, including NSPS and BRAC implementation and CHR transformation appear to have had little or no impact on Job Satisfaction.
- Army wide job satisfaction is at very high levels.
- A complex interplay of variables such as values, competencies, career aspirations, and person-environment fit typically contribute to overall job satisfaction.
- While job satisfaction is at present an organizational strength, it should be nurtured and maintained rather than taken for granted. Managers should strive to monitor satisfaction informally on a daily basis to help mitigate workplace stressors.

4-2 Work Force Engagement



Source: Federal Employee Viewpoint Survey & Army Civilian Attitude Survey

Analysis:

Army's average on the Army Civilian Attitude Survey of 68 percent is the same as DOD and higher than the Government-wide average of 66 percent engagement on the Federal Employee Viewpoint Survey. The same items were compared on both surveys. Army supervisors are the most engaged at 75 percent, while employees are engaged at the Government-wide average of 66 percent.

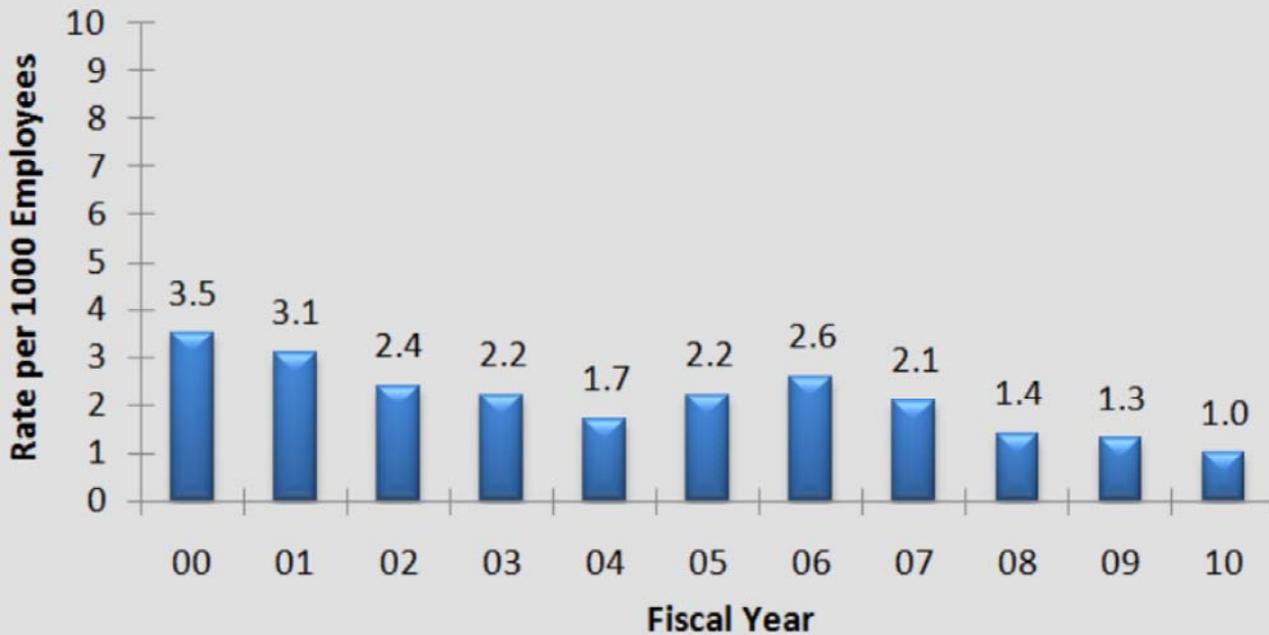
The current Federal Employee Viewpoint Survey and the Army Civilian Attitude Survey do not contain direct measurements of employee feelings of engagement, such as passion, commitment and involvement. However, they do include items that cover most of the conditions likely to lead to employee engagement. In order to differentiate the index from the concept of job satisfaction, survey items that asked respondents about satisfaction were excluded, but items measuring the common drivers of employee engagement (e.g., leadership, opportunity to use skills, etc.) were included.

The index is computed as the average percent favorable response to the following eight items. There is no trend data because some of the items were not included in previous surveys:

- I feel encouraged to come up with new and better ways of doing things.
- My work gives me a feeling of personal accomplishment
- I know what is expected of me on the job.
- My talents are used well in the workplace.
- Supervisors/team leaders in my work unit support employee development.
- My supervisor/team leader listens to what I have to say.
- In my organization, leaders generate high levels of motivation and commitment in the work place.
- Managers communicate the goals and priorities of the organization.

4-3 Grievances - Negotiated

Objective: None Established



Source: Number of grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements.

Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
No. Grievances	289	249	211	187	146	195	230	186	132	131	114
No. Non-BU Employees	85,130	81,605	86,757	85,930	86,954	88,375	87,636	87,256	92,007	102,149	109,072

Analysis:

The FY10 rate was 1.0. The number of formal grievances under administrative grievance procedures decreased. This year's rate is the lowest for the past decade.

See Appendix 4-3 for FY10 Command data.

Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

4-4 Grievances - Formal

Objective: None Established



Source: Number of grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements.
 Number of bargaining unit employees from HQ ACPERS

Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
No. Grievances	1,119	855	951	866	925	902	1,146	1,187	1,261	1,108	1,106
No. BU Employees	113,554	113,902	112,215	122,261	115,408	121,582	123,361	124,500	133,594	142,109	150,153

Analysis:

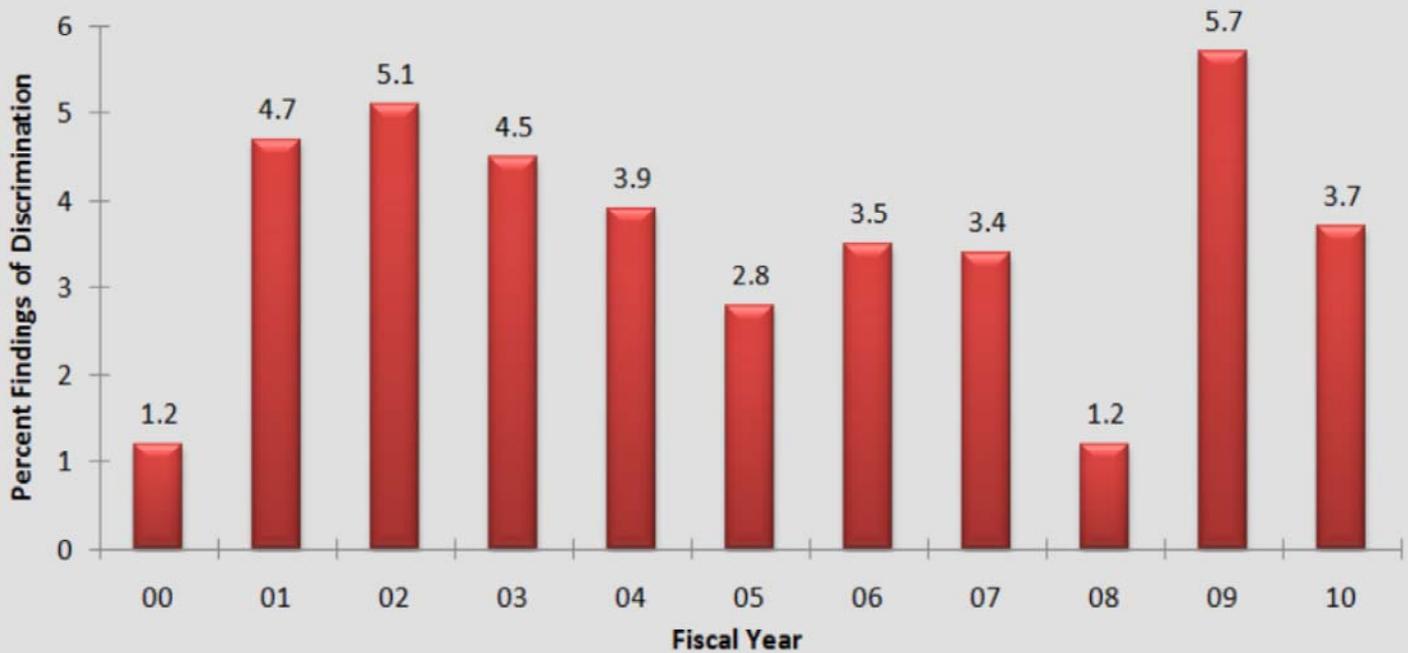
In FY10, the rate of grievances was 7.4. This is the lowest rate over the last 10 years

See Appendix 4-4 for FY10 Command 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.

4-5 EEO Complaints

Objective: None Established



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

Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
No. Formal Complaints Filed	1346	1139	1124	1069	1002	1153	1181	1179	1216	1207	1320
No. to EEOCCR	499	596	489	398	436	361	433	355	335	335	356
No. Findings of Discrimination	6	28	25	18	17	10	15	12	4	19	13

Analysis:

The number of findings issued in FY10 were consistent with levels seen in previous fiscal years. The cluster of cases which caused a one-time increase in findings in FY09 resulted in a few additional findings in FY10 before the remaining complaints were settled. Overall, findings only accounted for 1.0 percent of all formal complaints closed in FY10.

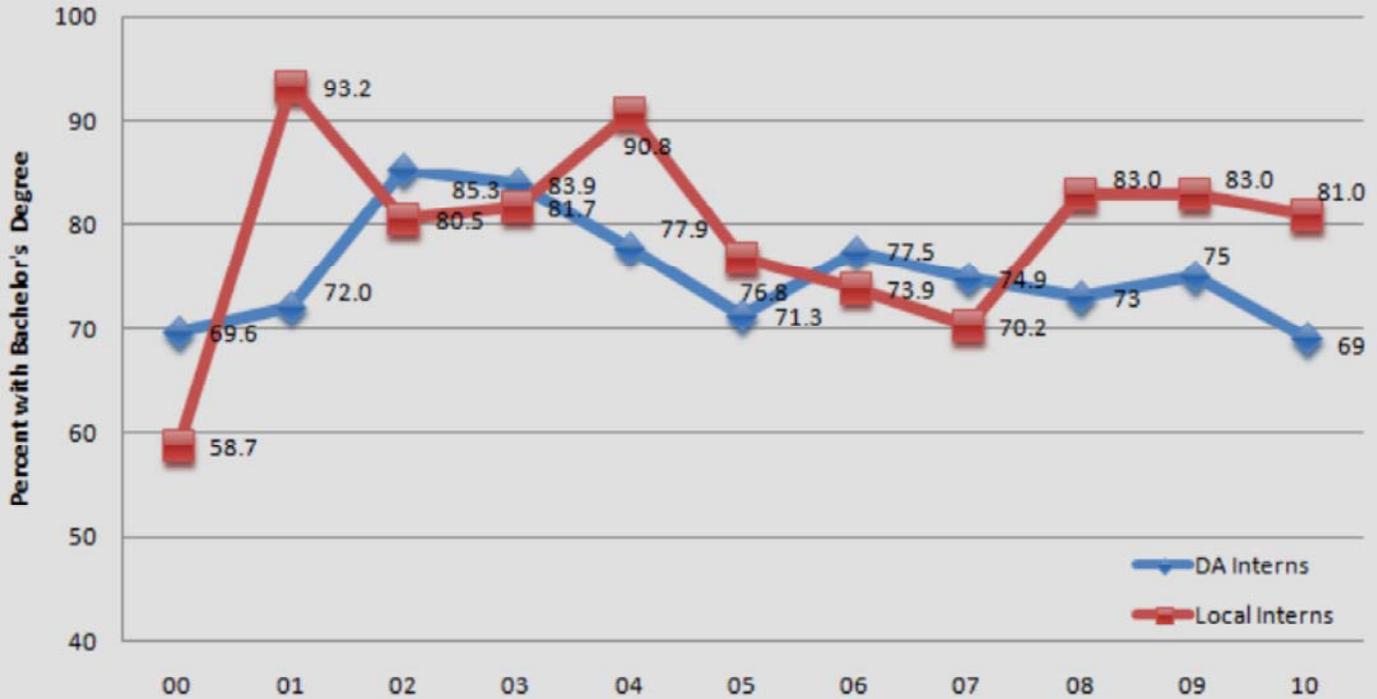


WORKFORCE

QUALITY

5-1 New Interns

Objective: None Established



Source: PECP-CHT-TM & PECP-CHP

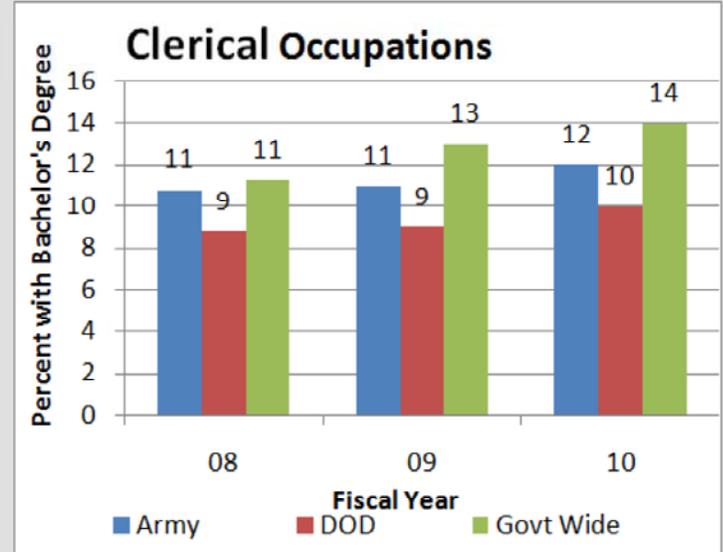
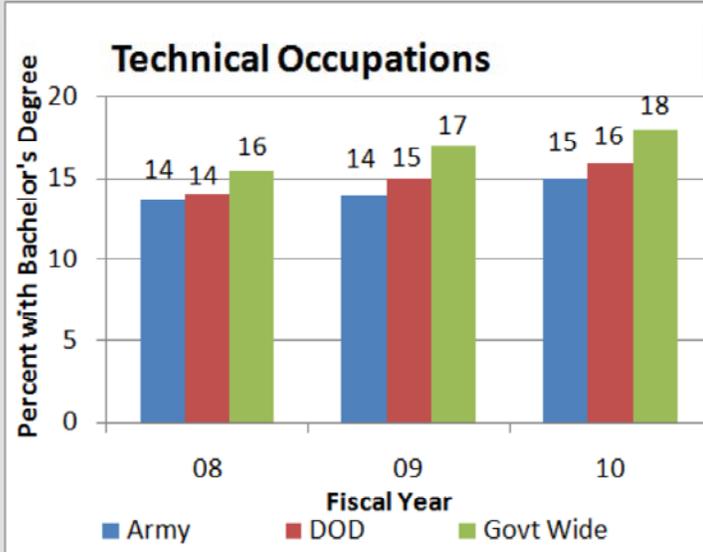
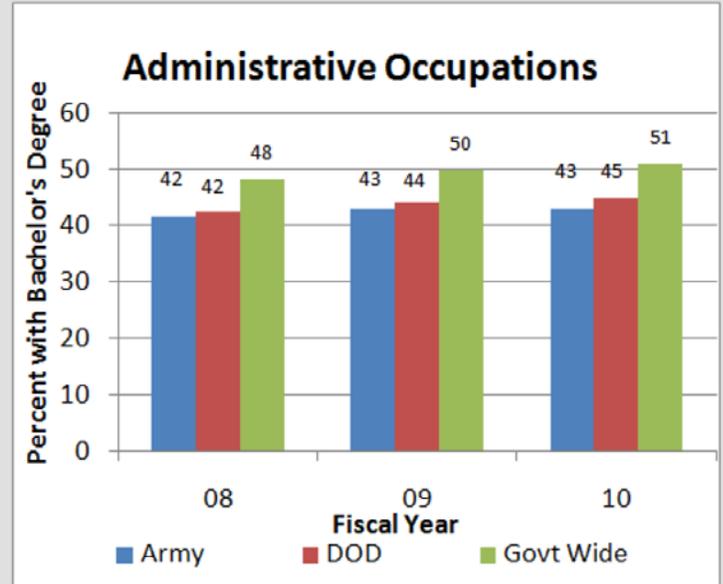
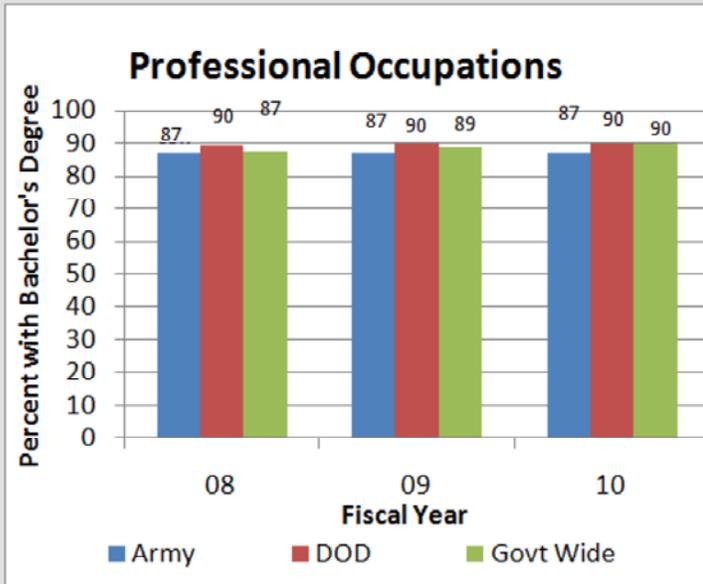
Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
DA Interns											
With Degree	176	546	133	867	441	654	717	556	775	945	363
Without Degree	77	212	23	166	125	263	208	186	288	312	166
Local Interns											
With Degree	54	96	314	295	485	460	326	177	350	423	426
Without Degree	38	7	76	66	49	139	115	75	74	87	103

Analysis:

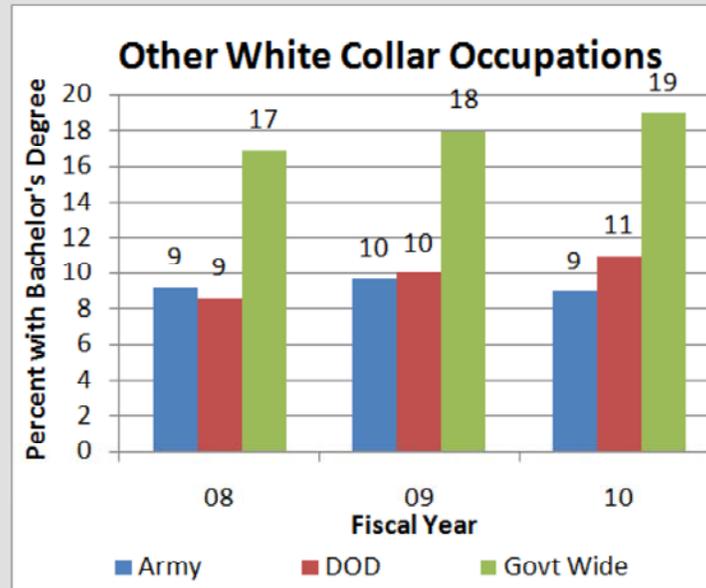
- FY10 data shows a 61.6% decrease in the number of DA interns hired compared with FY09. The number of DA interns with a bachelor's degree or higher was 363 (69%).
- FY10 data shows a 3.7% increase in the number of local interns hired compared with FY09. The number of local interns with a bachelor's degree or higher was 426 (81%).

5-2 Workforce Education by PATCO

Objective: None Established



5-2 Workforce Education by PATCO (cont'd)

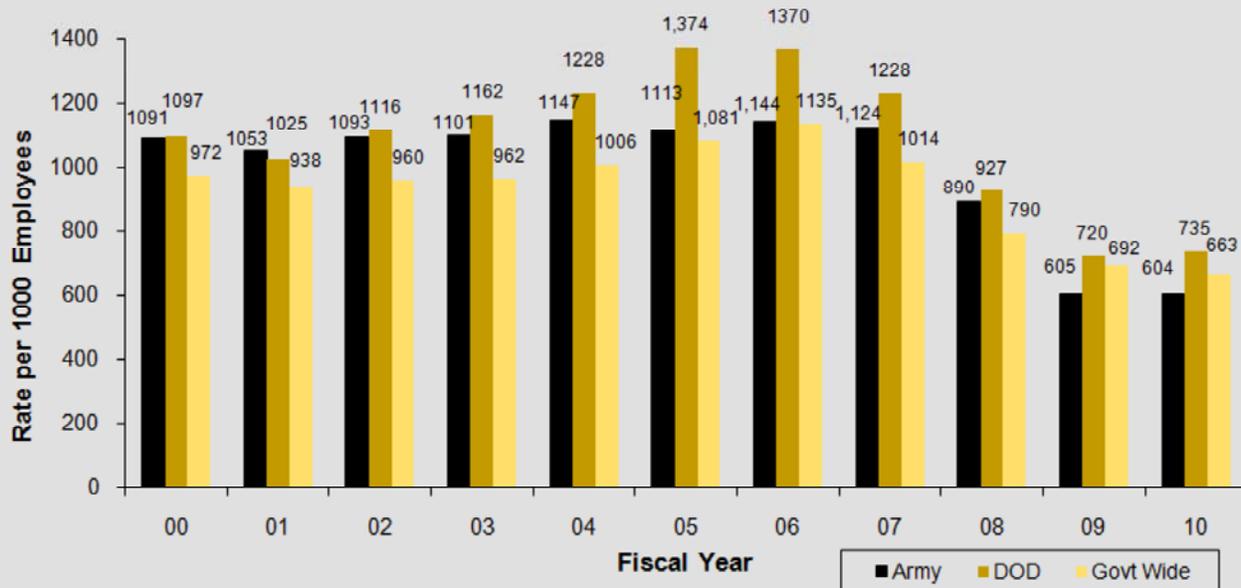


Analysis:

- For professional occupations, the percent with college degrees has been stable, with about the same levels in Army, DOD and Government-wide. Over the past eleven years, the Army percentage ranged from a low of 84.4% in FY06 to a high of 88.6% in FY07. The FY10 Army percent with college degrees is at a consistent rate of 87% over the past three years.
- For administrative occupations, the Army percent with college degrees was historically around 40% until FY07 when it increased and then returned to 43% through FY10. The DOD and Government-wide percents remained relatively constant. The Government-wide percent has been typically higher than those of Army and DOD.
- College degrees for those in Army technical occupations has historically been around 11% with the exception of FY07. In recent years, the level has increased to 15%. The Government-wide percent is higher than Army and DOD. A similar pattern of results exists for those having college degrees in clerical occupations. The Army percentage however was higher than DOD but still lower than the Government-wide. The overall clerical percent is lower than the technical occupations.
- For other white collar occupations, the percent with college degrees has increased over the past eleven years for Army, DOD, and Government-wide. The Government-wide percent is significantly higher than Army and DOD.
- See Appendix 5-2 for raw data and explanation of terms "Army," "DOD," and "Govt Wide."

5-3 Monetary and Time Off Awards

Objective: None Established



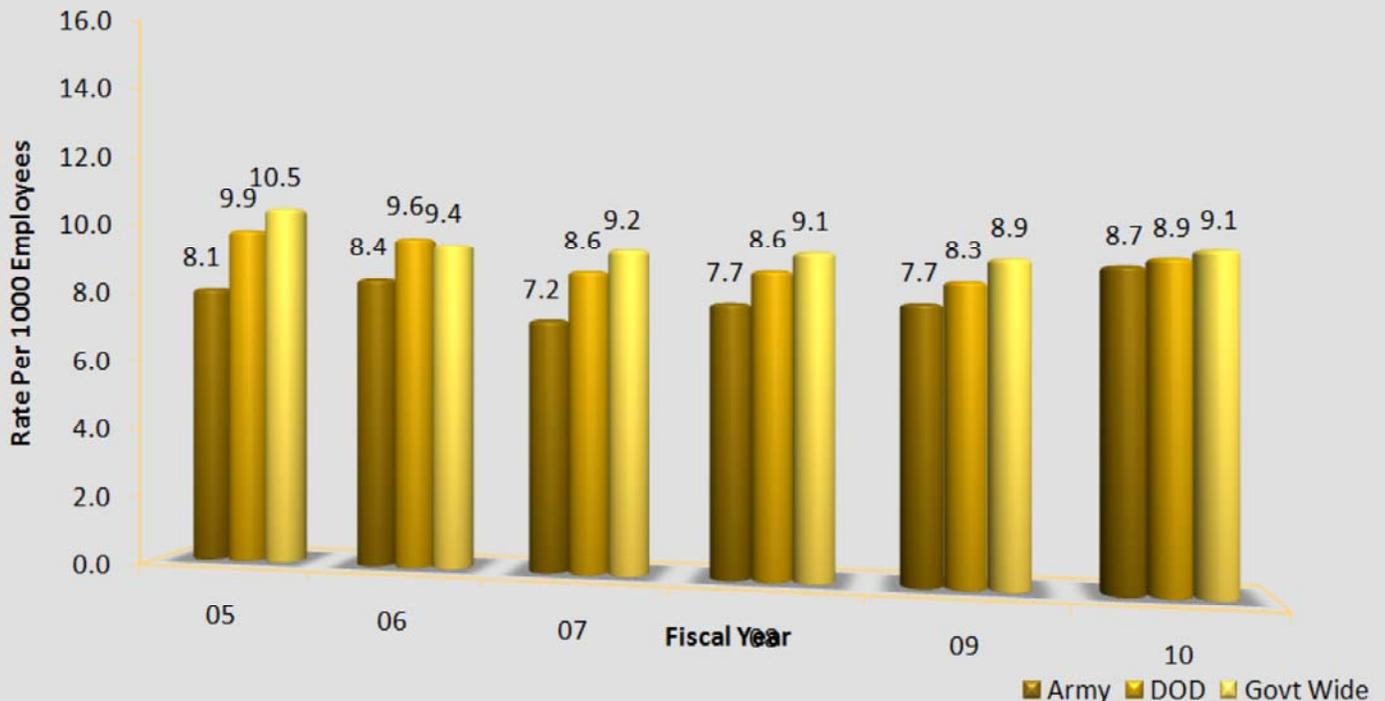
Source: Office of Personnel Management

Analysis:

- OPM's Civilian Personnel Data File (CPDF) does not contain honorary award data. Therefore, only time-off and monetary awards are included in this graph.
- Army and DOD had a significant drop in awards beginning in FY08 as NSPS was implemented. Additional fiscal constraints has continued this trend.
- From FY00 to FY07, Army's total award rate was higher than the Government-Wide rate but typically lower than the DOD rate. Beginning in FY09 the Government-Wide award rate surpassed the Army rate.
- See Appendix 5-3 awards for raw data and explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Monetary and Time Off Awards" and the terms "Army", "DOD", "Government-Wide" and FY10 Command data.

5-4 Disciplinary/Adverse Actions

Objective: None Established



Source: Office of Personnel Management.

Analysis:

- Army's rate of disciplinary/adverse actions per 1,000 employees continues to be lower than the DOD and Government-wide rates through FY10.
- The figures do not reflect actions taken under various forms of Alternative Discipline that do not result in SF-50 actions and coding into DCPDS.
- See Appendix 5-4 for raw data, explanation of the Nature of Action (NOA) and Legal Authority Codes (LACs) used to define "Disciplinary/Adverse Actions" and explanation of the terms "Army", "DOD", "Government-Wide" and FY10 Command data.

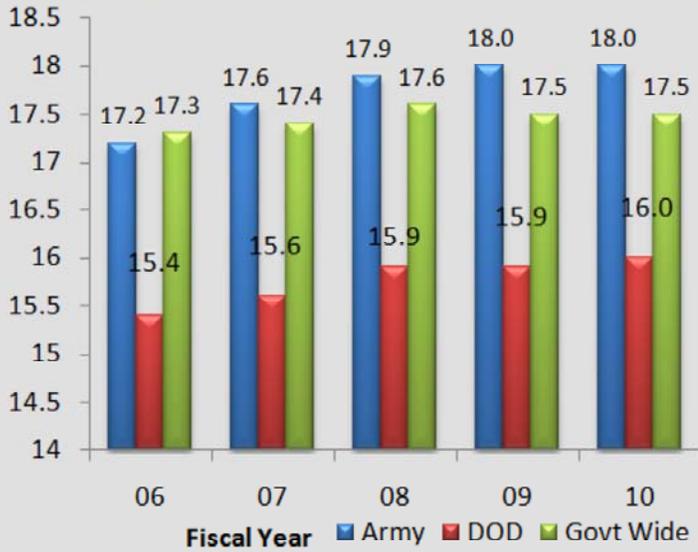


WORKFORCE REPRESENTATION

6-1 RNO/ERI Breakout of Workforce

Objective: None Established

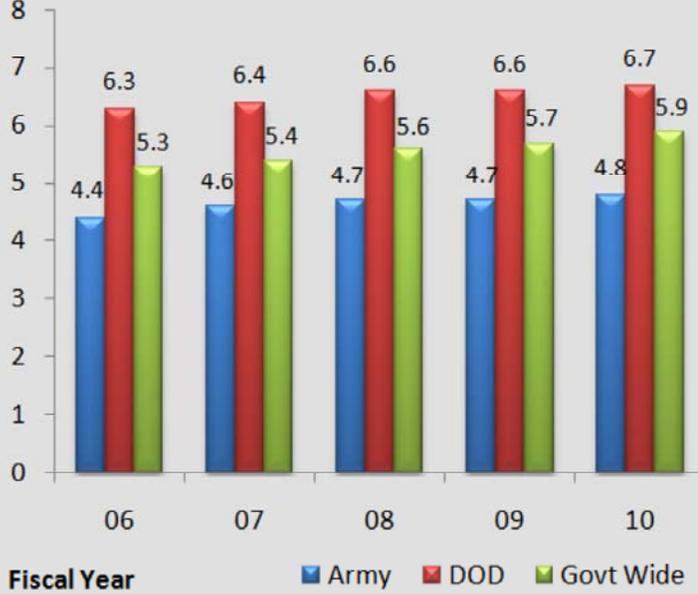
Percent Black



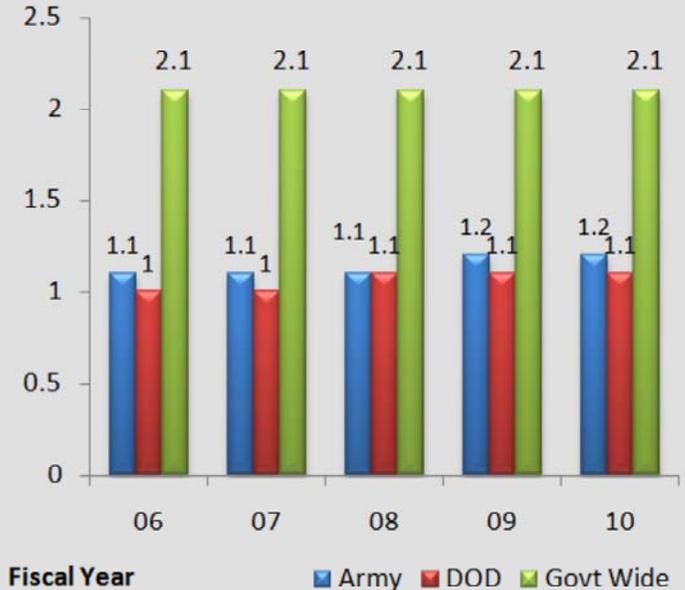
Percent Hispanic



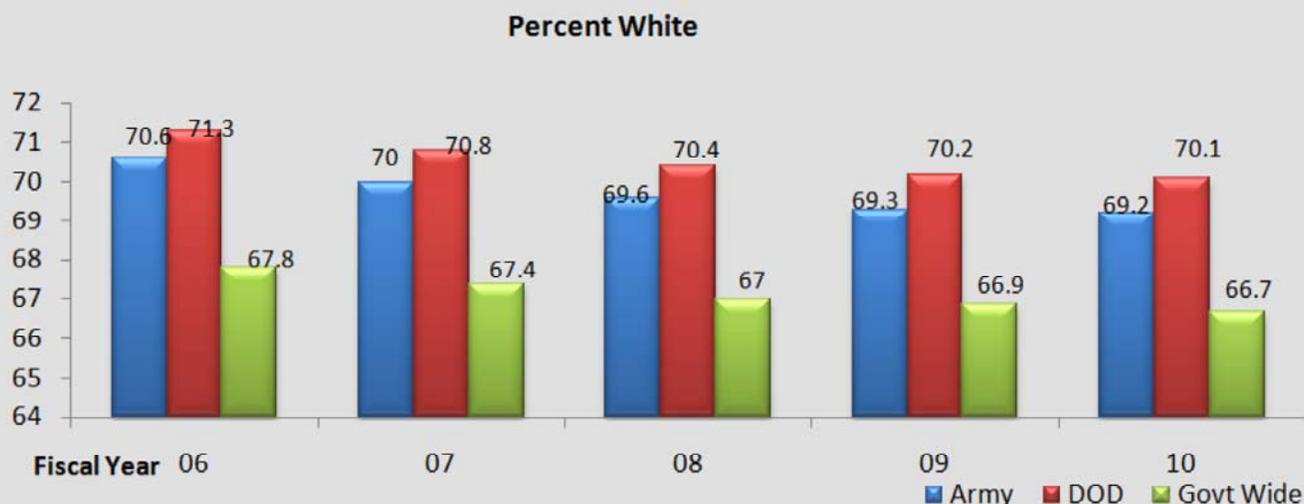
Percent Asian American/Pacific Islander



Percent Native American



6-1 RNO/ERI Breakout of Workforce (cont'd)

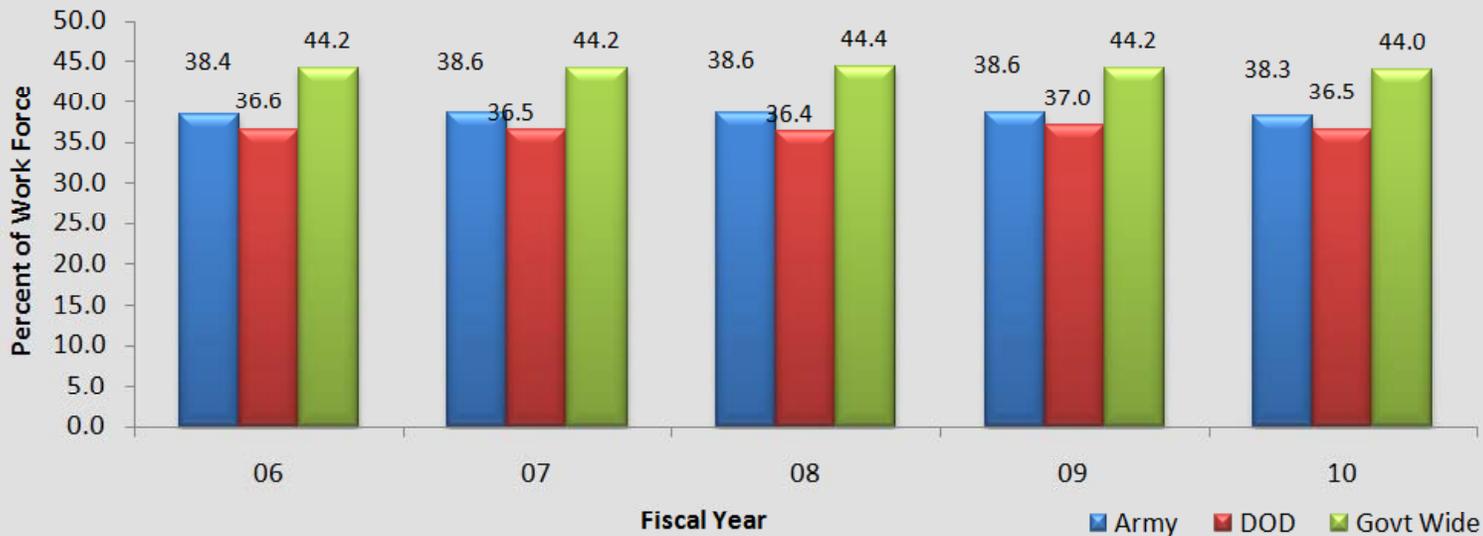


Analysis:

- The population of Black employees in Army has increased slightly since FY03. In FY10 it was 18%, higher than DOD and the Government-wide rates.
- The population of Hispanic employees in Army has remained relatively consistent over the past few years. In FY10 it was 6.8%, higher than DOD and lower than the Government-wide rates.
- The increase in the Asian/Pacific Islander population in Army, DOD, and the Federal Government since FY06 may be a real change but is more likely an artifact of conversion from ERI to RNO. In FY10, it was 4.8%, lower than both DOD and the Government-wide rates.
- The population of Native Americans has remained relatively consistent at 1.1%. This is approximately the same as DOD and lower than the Government-wide rates.
- Based on the data, Army's percentage of minorities has increased since FY00. However, for FY10, Army remains below the Federal Government in percentage of minorities employed.
- See Appendix 6-1 for raw data and explanation of the terms "Army," "DOD," and "Govt Wide".

6-2 Representation of Women

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

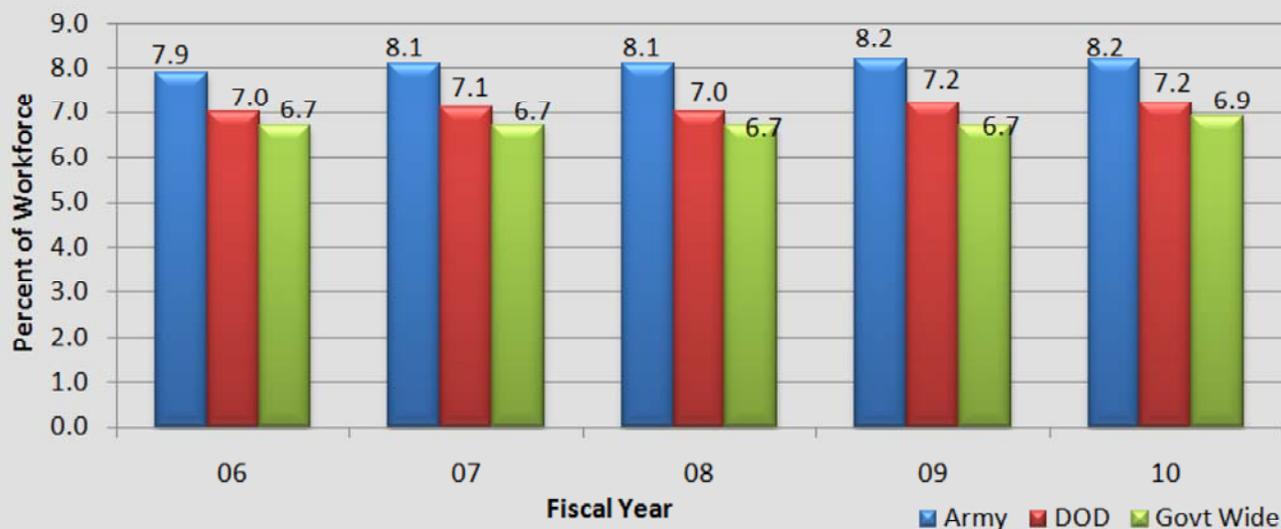
Army's percentage of female employees in FY10 decreased to 38.3%.

Compared to government overall, Army had a smaller percentage of female employees (38.3% vs. 44.0%) for FY10.

See Appendix 6-2 for raw data and explanation of the terms "Army," "DOD," and "Govt Wide."

6-3 Representation of Individuals with Disabilities

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

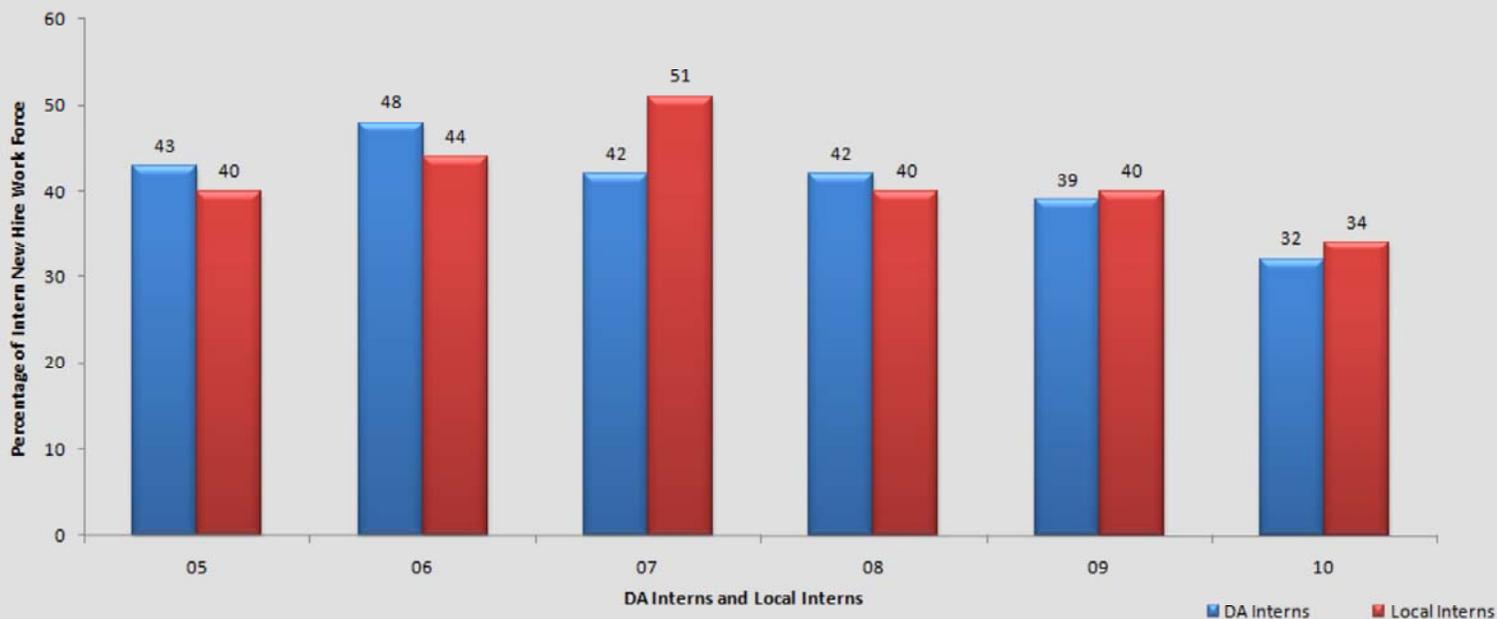
Army's FY10 (8.2%) percentage of disabled employees continued to be slightly higher than FY08 and prior years.

"Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.

See Appendix 6-3 for raw data and explanation of the terms "Army," "DOD," and "Govt-wide."

6-4 Representation of Female DA and Local Interns

Objective: None Established



Source: PECP-CHT-TM & PECP-CHP

Number of Females

Fiscal Year	05	06	07	08	09	10
DA Interns	397	440	313	448	486	168
Local Interns	239	194	128	169	202	181

Percentage of Females

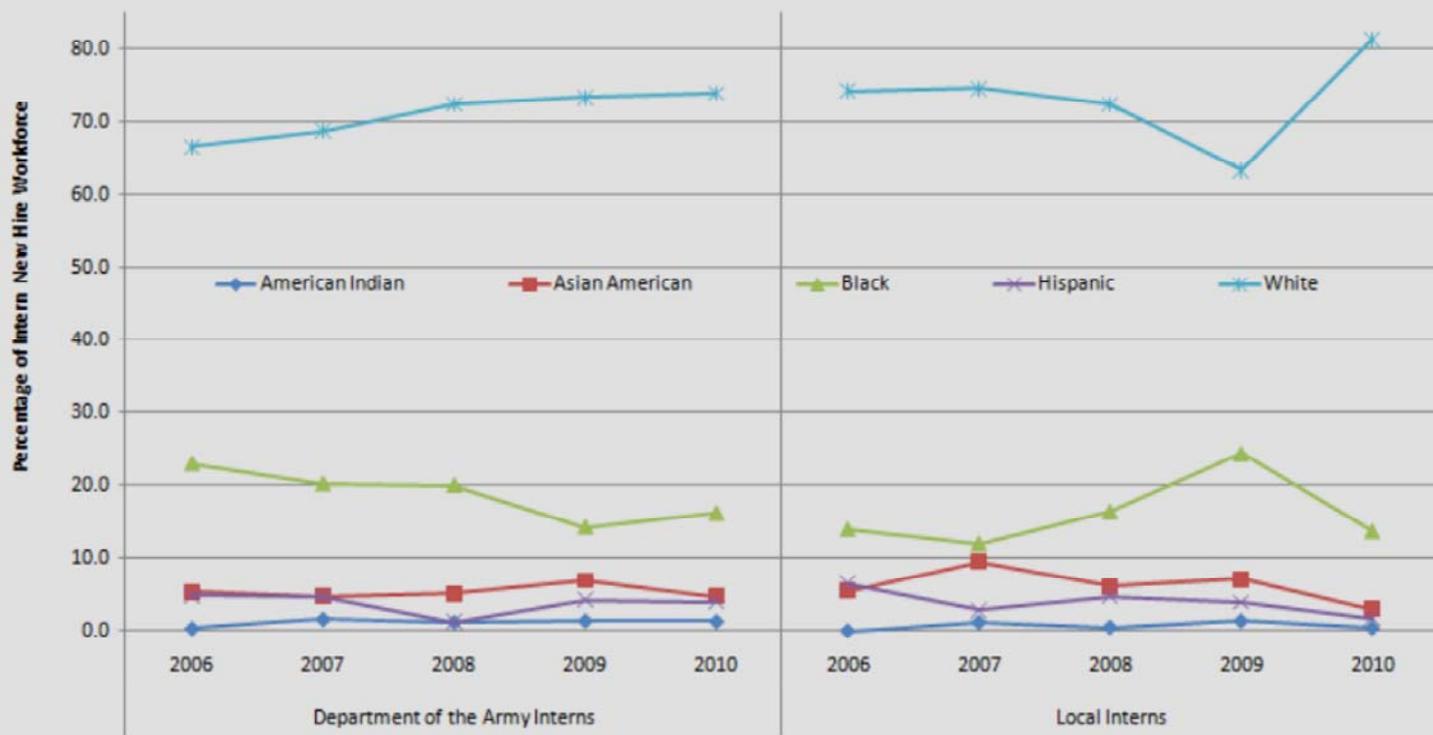
Fiscal Year	05	06	07	08	09	10
DA Interns	43	48	42	42	39	32
Local Interns	40	44	51	40	40	34

Analysis:

- Army's percentage of female DA Interns decreased from 39 to 32% in FY10.
- Army's percentage of female Local Interns decreased from 40 to 34% in FY10.

6-5 ERI/RNO Breakout of DA and Local Intern New Hires

Objective: None Established



Source: PECP-CHT-TM & PECP-CHP

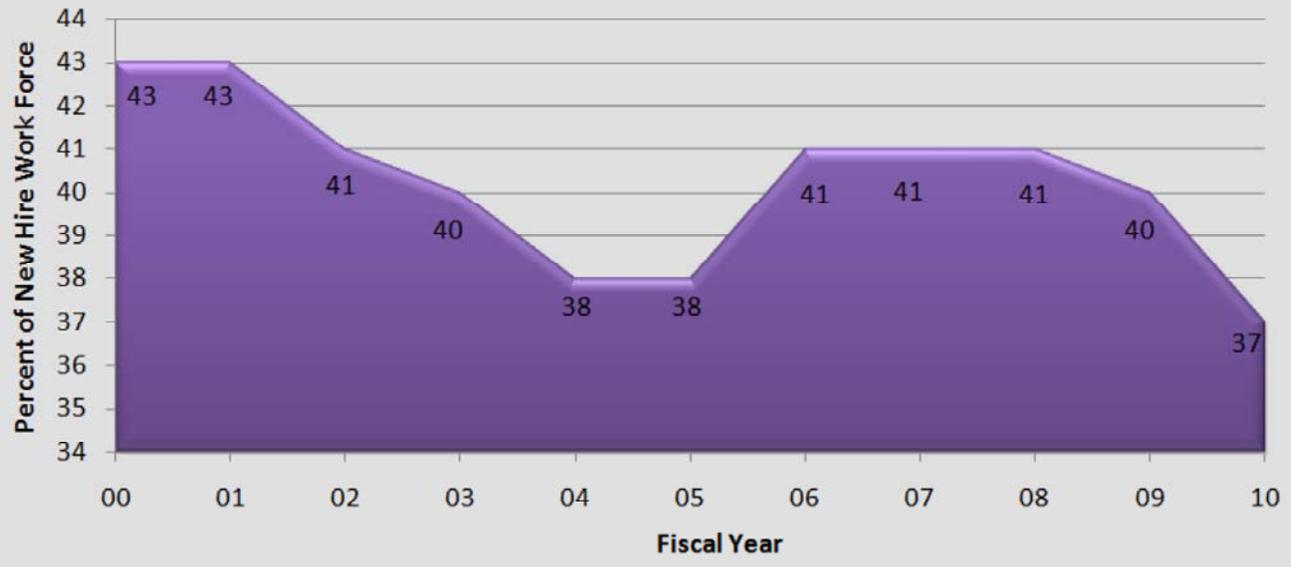
Ethnicity & Race Indicator	DA	DA	DA	DA	DA	Local	Local	Local	Local	Local
	Interns	Interns	Interns	Interns	Interns	Interns	Interns	Interns	Interns	Interns
	06	07	08	09	10	06	07	08	09	10
American Indian/Alaskan Native	3	12	13	17	7	0	3	2	7	2
Asian/Pacific Islander	49	35	54	87	25	11	24	26	36	16
Black	213	150	213	178	85	28	30	69	124	72
Hispanic	44	35	13	53	21	13	7	20	20	9
White	616	510	770	922	391	150	188	307	323	430
Total	925	742	1063	1257	529	202	252	424	510	529

Analysis:

- In FY10, RNO/ERI percentage of DA Interns minority new hires was comparable to FY09.
- In FY10, the RNO/ERI percentage of local intern minority new hires was lower in all categories than FY09.

6-6 Representation of New Hire Females

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Number of New Hires

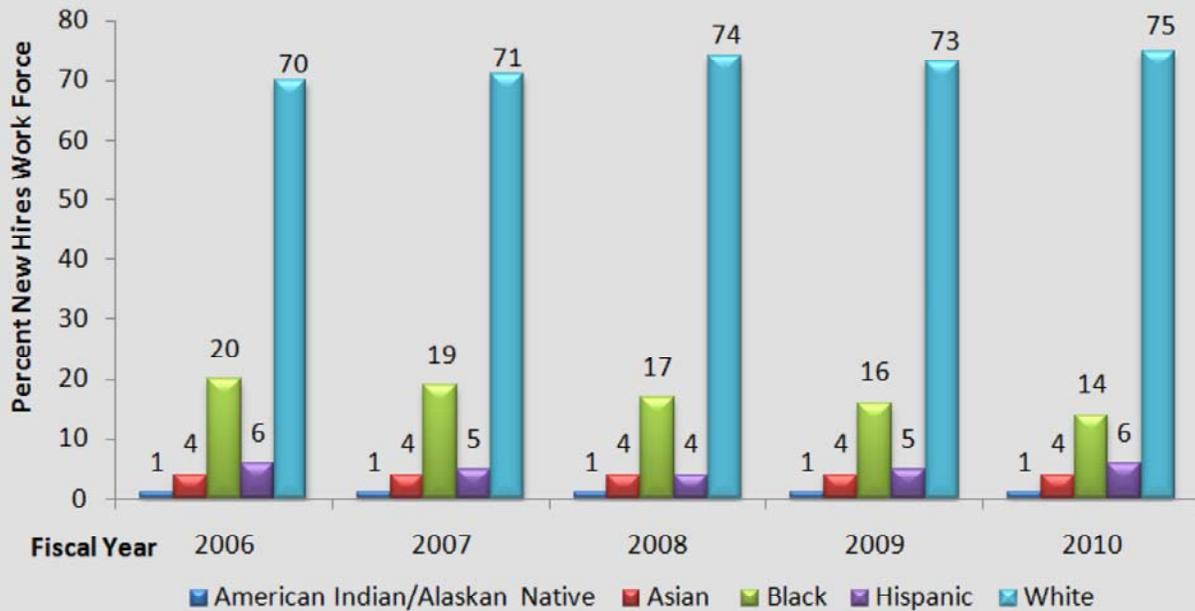
Fiscal Year	00	01	02	03	04	05	06	07	08	09	10
Female	9,219	9,782	10,165	10,139	11,653	13,147	10,878	10,877	16,250	19,071	15,968
Male	12,163	12,945	14,933	15,305	18,716	21,214	15,801	15,526	23,649	28,317	27,692
Total	21,382	22,727	25,098	25,444	30,369	34,361	26,679	26,403	39,899	47,388	43,660

Analysis:

Army's percentage of FY10 female new hires (37%) is three percent less than FY09 (40%).

6-7 RNO/ERI Breakout of New Hires

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Number of New Hires

Fiscal Year	06	07	08	09	10
American Indian/Alaskan Native	258	332	312	641	438
Asian/Pacific Islander	905	1,049	1,514	2,128	1,789
Black	5,009	4,662	6,642	7,721	6,088
Hispanic	1,508	1,311	1,765	2,505	2,413
White	17,935	17,575	29,661	34,366	32,931
Total	25,615	24,929	39,894	47,361	43,659

Analysis:

Compared to FY09, Army's percentage of minority hiring in FY10 decreased by 2 percent. Within minority groups, Black new hires decreased and Hispanic new hires increased. American Indian/Alaskan Native and Asian American/Pacific Islander new hires remained constant.

APPENDIX



1-4 APPENDIX

CIVILIAN STRENGTH – COMMAND DATA FOR FY10

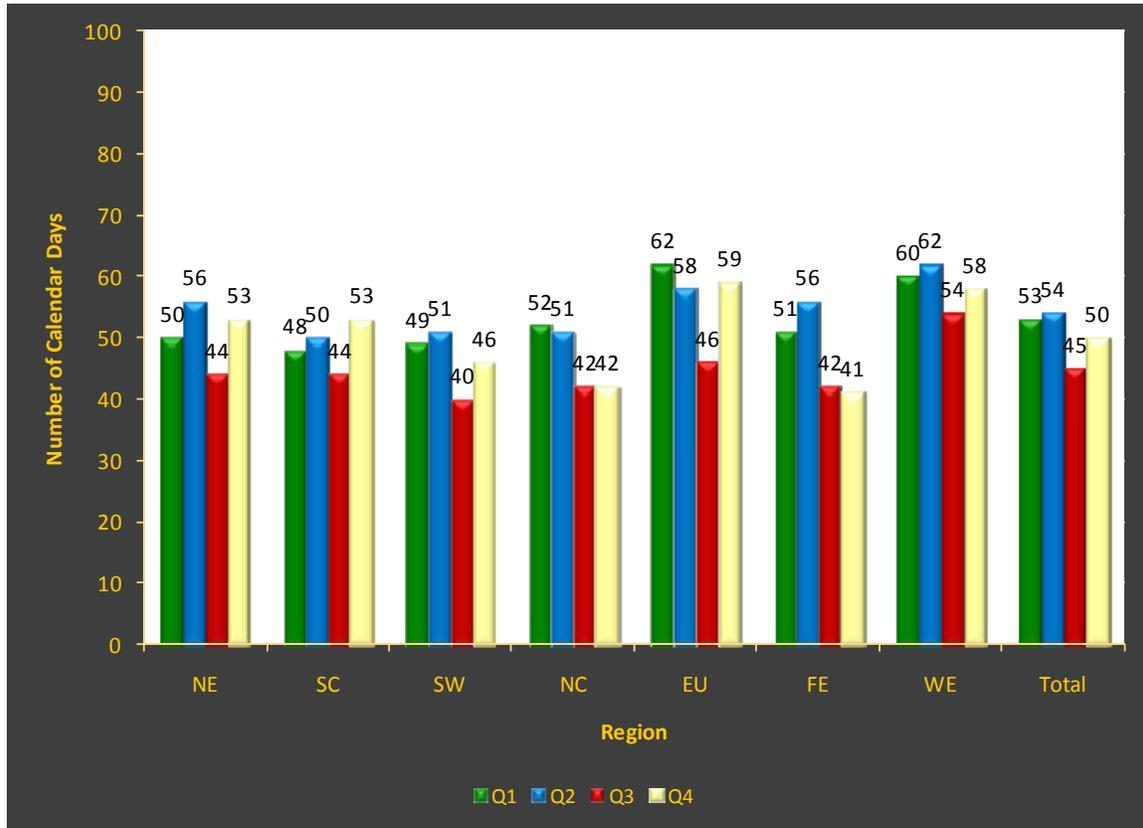
CMD Code	Command	Military Function				Civil/Cem Function	AF Total	NAF	Grand Total
		US Direct Hire	FN Direct Hire	FN Indirect Hire	TOTAL				
							All Hires		
AA	US Army Accessions Command	3071	0	0	3071		3071		3071
AE	USA Acquisition Support CMD	5158	0	0	5158		5158		5158
AP	Military Entrance Processing Command	2095	0	0	2095		2095		2095
AS	USA Intelligence & Security CMD	3070	93	107	3270		3270		3270
AT	USA Test and Evaluation CMD	4476	0	0	4476		4476	1	4477
BA	USA Installation Management CMD	37836	3487	5232	46555		46555	26606	73161
CB	USA Criminal Investigations CMD	758	24	24	806		806		806
CE	USA Corps of Engineers	11778	255	270	12303	25039	37342		37342
E1	US Army Europe // 7th Army ¹	1920	100	3274	5294		5294	72	5366
FC	USA Forces Command	3702	0	0	3702		3702	1	3703
GB	USA National Guard (Title 5 + Title 32)	27974	0	0	27974		27974		27974
G6	USA Network Enterprise & Technology CMD	4428	440	462	5330		5330		5330
HR	USA Reserve CMD (Support to AC)	8850	0	0	8850		8850		8850
JA	Joint Activities ²	2310	21	64	2395		2395	2	2397
MA	US Military Academy	764	0	0	764		764	530	1294
MC	USA Medical CMD ³	42507	60	1218	43785		43785	90	43875
MW	Military District of Washington	313	0	0	313	69	382	44	426
P1	US Army Pacific	888	0	2618	3506		3506		3506
P8	8th US ARMY	679	1760	2173	4612		4612		4612
SC	US Space and Missile Defense CMD	969	0	0	969		969	1	970
SP	US Army Special Operations CMD	1763	0	5	1768		1768		1768
TC	US Training & Doctrine CMD ⁴	14443	1	1	14445		14445	87	14532
X1	USA Materiel CMD ⁵	67108	691	598	68397		68397	545	68942
3A	US Army Central // 3rd Army	363	65	0	428		428		428
5A	US Army North // 5th Army	337	0	0	337		337		337
6A	US Army South // 6th Army ⁶	298	0	0	298		298		298
HQ	HQDA ⁷	14137	105	183	14425		14425	2431	16856
ARMY WIDE		261,995	7,102	16,229	285,326	25,108	310,434	30,410	340,844

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEMDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
 No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments



2-3 APPENDIX

AVERAGE NUMBER OF CALENDAR DAYS TO FILL POSITIONS



(From Receipt in Personnel to Date Offer Accepted)



3-1 APPENDIX

COMMAND DATA – DECISIONS

CMD Code	Command	To Arbitration	Union Prevalled	Management Prevalled	Split Decision
AA	USA Accessions Command	0	0	0	0
AE	ACQ EXEC SPT AGCY	0	0	0	0
AP	Military Entrance Processing Cmd	0	0	0	0
AS	INSCOM	0	0	0	0
AT	ARMY TEST & EVAL	0	0	0	0
BA	IMA	14	4	10	4
CB	CIDC	0	0	0	0
CE	USACE	1	2	0	0
E1	US Army Europe / 7th Army ¹	0	0	0	0
FC	FORSCOM	2	0	3	0
GB	USA National Guard (Title 5 + Title 32)	0	0	0	0
G6	NETCOM	0	0	0	0
HR	RESERVE CMD	0	0	0	0
JA	Joint Activities ²	0	0	0	0
MA	USA Military Academy	0	0	0	0
MC	USA Medical CMD ³	9	1	4	8
MW	MDW	0	0	0	0
P1	US Army Pacific	0	0	0	0
P8	8th US ARMY	0	0	0	0
SC	SPACE & STRAT DEF CMD	0	0	0	0
SP	USASOC	0	0	0	0
TC	US Training & Doctrine CMD ⁴	1	0	0	0
X1	USA Materiel CMD ⁵	8	1	2	3
3A	US Army Central // 3rd Army	0	0	0	0
5A	US Army North // 5th Army	0	0	0	0
6A	US Army South // 6th Army ⁶	0	0	0	0
HQ	HQDA ⁷	7	1	1	1
ARMY WIDE		42	9	20	16

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER)
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, and United Nations
 - b) US Special Operations CMD Theatre SOCs
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC
- 4) All TRADOC subactivities: TRADOC (TC), Army War College (TW), Accessions CMD (TA), MEP CMD (TM)
- 5) All AMC subactivities: X1-XX but not XD. XD is included in USA Contracting Agency (AC) in FY09.
- 6) Consolicates US Army South (6A) and civilians assigned to (SL) - SO assignments should be changed to 6A
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
 No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments



3-2 APPENDIX

COMMAND DATA – ULP CHARGES

CMD Code	Command	ULP Chages Filed by Union	ULP Complaints Issued by FLRA
AA	USA Accessions Command	0	0
AE	ACQ EXEC SPT AGCY	1	0
AP	Military Entrance Processing Cmd	0	0
AS	INSCOM	0	0
AT	ARMY TEST & EVAL	0	0
BA	IMA	84	6
CB	CIDC	0	0
CE	USACE	34	1
E1	US Army Europe / 7th Army ¹	0	0
FC	FORSCOM	6	0
GB	USA National Guard (Title 5 + Title 32)	0	0
G6	NETCOM	1	0
HR	RESERVE CMD	8	0
JA	Joint Activities ²	0	0
MA	USA Military Academy	2	0
MC	USA Medical CMD ³	51	4
MW	MDW	0	0
P1	US Army Pacific	6	0
P8	8th US ARMY	0	0
SC	SPACE & STRAT DEF CMD	1	0
SP	USASOC	0	0
TC	US Training & Doctrine CMD ⁴	15	0
X1	USA Materiel CMD ⁵	55	0
3A	US Army Central // 3rd Army	0	0
5A	US Army North // 5th Army	0	0
6A	US Army South // 6th Army ⁶	0	0
HQ	HQDA ⁷	13	0
ARMY WIDE		277	11

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER)
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, and United Nations
 - b) US Special Operations CMD Theatre SOCs
 - c) Jointly Manned Activities (JIEMDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC
- 4) All TRADOC subactivities: TRADOC (TC), Army War College (TW), Accessions CMD (TA), MEP CMD (TM)
- 5) All AMC subactivities: X1-XX but not XD. XD is included in USA Contracting Agency (AC) in FY09.
- 6) Consolidates US Army South (6A) and civilians assigned to (SL) - SO assignments should be changed to 6A
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
 No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments



3-4 APPENDIX

COMMAND DATA

LONG-TERM FECA CASES BY COMMAND

Command	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10
AMC	936	937	944	955	1260	860	869	830	786	692	616
FORSCOM	430	477	477	466	447	229	311	189	163	302	127
TRADOC	265	293	292	300	363	222	224	199	189	143	168
USACE	314	304	313	338	476	363	374	335	310	416	298
NGB	366	358	379	678	484	430	421	400	361	263	327
MEDCOM					416	306	229	302	267	340	261
IMCOM					383	538	383	432	432	173	407
OTHER	714	709	728	485	487	416	425	377	342	328	308
Total	3025	3078	3133	3222	4316	3364	3236	3064	2850	2657	2512



3-6 APPENDIX

COMMAND DATA AND COMPUTER CODES

Cmd Code	Command	Col A Emergency Essential (EE) Employee	Col B EE Employee not in EE Position	Col C EE Employee in EE Position	Col D EE in EE with Signed Agreements	Col E
3A	US ARMY CENTRAL	3	2	1	1	100%
6A	US ARMY SOUTH	1	0	1	1	100%
AE	ACQ EXEC SPT AGCY	1	1	0	0	NA
AP	U.S. MILITARY ENTRANCE PR	1	1	0	0	NA
AS	INSCOM	9	6	3	3	100%
AT	ARMY TEST & EVAL	3	3	0	0	NA
BA	IMCOM	152	34	118	117	99%
CE	USACE	90	27	63	55	87%
E1	USAREUR	8	2	6	4	67%
FC	FORSCOM	4	4	0	0	NA
GB	NGB (Title 5 & 32)	3	1	2	0	NA
G6	NETCOM	42	1	41	40	98%
HR	RESERVE CMD	2	1	1	0	NA
JA	JOINT	52	1	51	45	88%
MA	MIL ACADEMY	3	3	0	0	NA
MC	MEDCOM	37	35	2	2	100%
MW	MDW	1	1	0	0	NA
P1	USARPAC	20	2	18	13	72%
P8	8TH US ARMY	163	8	155	155	100%
SC	SPACE & STRAT DEF	1	1	0	0	NA
SP	USASOC	4	3	1	1	100%
TC	TRADOC	8	7	1	1	100%
X1	AMC	468	46	422	416	99%
HQ	HQDA	15	9	6	5	83%
	ARMY WIDE	1091	199	892	859	96%

Col A: Emergency Essential (EE) employees are identified using DIN=PGF, codes 1-4.

Col B: Generally, EE employees should be in EE positions. EE positions are identified using DIN=JGE, codes C & D. This column shows errors - the number of EE employees who are not in EE positions.

Col C: This column shows the population for the analysis - EE employees in EE positions.

Col D: EE employees with signed agreements are identified using DIN=PGF, codes 1 & 3.

Col E: Col D divided by Col C.



4-3 APPENDIX

COMMAND DATA

CMD Code	Command	Formal Agency Grievances
AA	USA Accessions Command	3
AE	ACQ EXEC SPT AGCY	1
AP	Military Entrance Processing Cmd	2
AS	INSCOM	5
AT	ARMY TEST & EVAL	0
BA	IMA	20
CB	CIDC	0
CE	USACE	32
E1	US Army Europe / 7th Army ¹	0
FC	FORSCOM	5
GB	USA National Guard (Title 5 + Title 32)	0
G6	NETCOM	0
HR	RESERVE CMD	4
JA	Joint Activities ²	2
MA	USA Military Academy	0
MC	USA Medical CMD ³	15
MW	MDW	0
P1	US Army Pacific	0
P8	8th US ARMY	0
SC	SPACE & STRAT DEF CMD	3
SP	USASOC	2
TC	US Training & Doctrine CMD ⁴	6
X1	USA Materiel CMD ⁵	2
3A	US Army Central // 3rd Army	0
5A	US Army North // 5th Army	0
6A	US Army South // 6th Army ⁶	0
HQ	HQDA ⁷	12
ARMY WIDE		114

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEDDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.



4-4 APPENDIX

COMMAND DATA

CMD Code	Command	Negotiated Grievances
AA	USA Accessions Command	7
AE	ACQ EXEC SPT AGCY	0
AP	Military Entrance Processing Cmd	1
AS	INSCOM	0
AT	ARMY TEST & EVAL	3
BA	IMA	275
CB	CIDC	0
CE	USACE	81
E1	US Army Europe / 7th Army ¹	0
FC	FORSCOM	10
GB	USA National Guard (Title 5 + Title 32)	0
G6	NETCOM	4
HR	RESERVE CMD	24
JA	Joint Activities ²	0
MA	USA Military Academy	0
MC	USA Medical CMD ³	272
MW	MDW	0
P1	US Army Pacific	10
P8	8th US ARMY	1
SC	SPACE & STRAT DEF CMD	2
SP	USASOC	12
TC	US Training & Doctrine CMD ⁴	72
X1	USA Materiel CMD ⁵	281
3A	US Army Central // 3rd Army	0
5A	US Army North // 5th Army	0
6A	US Army South // 6th Army ⁶	0
HQ	HQDA ⁷	51
ARMY WIDE		1106

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
- a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEMDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
- a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception
- No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.



5-2 APPENDIX

WORKFORCE EDUCATION LEVEL BY PATCO

Category	00	01	02	03	04	05	06	07	08	09	10
ARMY											
Professional											
Degree	37,719	37,917	39,060	39,631	40,724	40,762	41,486	44,349	46,516	51,709	55,471
Non-Degree	6,690	6,879	7,078	7,198	6,733	7,485	7,657	5,715	6,963	7,522	8,229
Total Workforce	44,409	44,796	46,138	46,829	47,457	48,247	49,143	50,064	53,479	59,231	63,700
Administrative											
Degree	22,650	22,477	22,968	23,548	24,722	24,951	25,130	33,220	30,386	34,182	38,286
Non-Degree	32,989	34,316	35,240	35,978	37,387	40,622	42,112	35,098	42,732	46,130	50,194
Total Workforce	55,639	56,793	58,208	59,526	62,109	65,573	67,242	68,318	73,118	80,312	88,480
Technical											
Degree	4,239	3,679	3,790	3,822	3,770	3,884	3,870	7,921	5,294	5,911	6,388
Non-Degree	31,599	31,622	32,125	31,386	30,969	32,130	32,461	28,578	33,350	36,103	37,442
Total Workforce	35,838	35,301	35,915	35,208	34,739	36,014	36,331	36,499	38,644	42,014	43,830
Clerical											
Degree	1,636	1,352	1,348	1,376	1,351	1,344	1,244	2,842	1,669	1,665	1,776
Non-Degree	19,973	18,655	17,961	16,507	15,570	15,763	14,979	12,500	13,820	13,700	13,472
Total Workforce	21,609	20,007	19,309	17,883	16,921	17,107	16,223	15,342	15,489	15,365	15,248
Other											
Degree	282	296	408	457	503	520	504	1,313	804	932	1,033
Non-Degree	4,772	5,123	6,196	6,749	7,638	8,058	7,964	6,838	7,921	8,704	9,928
Total Workforce	5,054	5,419	6,604	7,206	8,141	8,578	8,468	8,151	8,725	9,636	10,961
DOD											
Professional											
Degree	119,835	119,984	121,931	124,736	126,659	128,837	130,417	133,511	137,802	149,345	160,280
Non-Degree	24,395	19,965	21,458	19,082	17,702	17,921	17,488	15,071	16,219	16,455	17,182
Total Workforce	144,230	139,949	143,389	143,818	144,361	146,758	147,905	148,582	154,021	165,800	177,462
Administrative											
Degree	65,910	65,967	67,002	68,773	71,165	73,457	75,720	85,814	85,621	95,177	106,363
Non-Degree	102,275	105,028	107,162	105,900	107,580	111,820	114,260	106,949	116,177	123,098	131,727
Total Workforce	168,185	170,995	174,164	174,673	178,745	185,277	189,980	192,763	201,798	218,275	238,090
Technical											
Degree	11,804	11,127	11,018	11,027	11,247	11,655	12,013	16,156	13,797	15,335	16,883
Non-Degree	94,936	93,058	91,912	87,192	85,744	85,497	84,881	79,297	84,142	87,544	90,095
Total Workforce	106,740	104,185	102,930	98,219	96,991	97,152	96,894	95,453	97,939	102,879	106,978
Clerical											
Degree	3,860	3,429	3,359	3,372	3,258	3,387	3,364	4,846	3,647	3,894	4,326
Non-Degree	57,639	53,569	50,275	45,330	43,346	42,486	40,072	35,748	37,664	38,412	38,453
Total Workforce	61,499	56,998	53,634	48,702	46,604	45,873	43,436	40,594	41,311	42,306	42,779
Other											
Degree	771	824	946	1,117	1,236	1,302	1,361	2,193	1,805	2,361	2,821
Non-Degree	14,801	15,511	16,638	17,636	18,760	19,051	18,855	17,467	19,244	21,256	22,892
Total Workforce	15,572	16,335	17,584	18,753	19,996	20,353	20,216	19,660	21,049	23,617	25,713

Category											
	00	01	02	03	04	05	06	07	08	09	10
FEDERAL GOV'T											
Professional											
Degree	355,160	359,170	365,352	374,869	382,394	386,864	387,071	396,590	412,803	441,479	468,947
Non-Degree	66,322	61,979	65,240	62,518	61,625	60,830	59,220	56,475	59,952	56,194	58,030
Total Workforce	421,482	421,149	430,592	437,387	444,019	447,694	446,291	453,065	472,755	497,673	526,977
Administrative											
Degree	260,433	267,243	276,199	285,407	292,068	299,556	302,028	317,116	327,796	353,007	388,626
Non-Degree	289,079	298,161	311,396	319,865	326,930	331,028	338,142	331,426	351,074	347,897	374,458
Total Workforce	549,512	565,404	587,595	605,272	618,998	630,584	640,170	648,542	678,870	700,904	763,084
Technical											
Degree	46,530	45,999	46,795	47,181	48,625	49,834	50,151	55,020	55,397	59,766	68,200
Non-Degree	293,393	300,040	329,838	343,233	340,919	331,762	291,524	286,779	302,979	289,873	307,671
Total Workforce	339,923	346,039	376,633	390,414	389,544	381,596	341,675	341,799	358,376	349,639	375,871
Clerical											
Degree	12,632	12,197	12,185	12,314	12,443	12,770	13,619	16,291	17,099	18,041	20,567
Non-Degree	163,364	153,527	142,908	130,740	123,815	119,318	142,717	133,766	133,983	124,711	124,823
Total Workforce	175,996	165,724	155,093	143,054	136,258	132,088	156,336	150,057	151,082	142,752	145,390
Other											
Degree	7,971	8,343	8,190	8,828	8,873	9,446	9,915	11,618	11,988	13,529	14,999
Non-Degree	42,249	45,103	46,936	49,423	51,972	52,161	52,998	54,583	59,100	62,971	66,130
Total Workforce	50,220	53,446	55,126	58,251	60,845	61,607	62,913	66,201	71,088	76,500	81,129

Army data include US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); and US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-wide data includes DOD data and DOD data include Army data.



5-3 APPENDIX

RAW AND COMMAND DATA

Category	00	01	02	03	04	05	06	07	08	09	10
Army											
Monetary	176,517	170,934	175,961	183,297	196,683	195,905	198,193	194,985	158,814	112,564	116,375
Time Off	38,585	35,970	42,599	35,384	35,982	37,693	43,996	43,923	43,066	35,918	41,076
Total Awards	215,102	206,904	218,560	218,681	232,665	233,598	242,189	238,908	201,880	148,482	157,451
Size of the Workforce	197,154	196,537	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733
DOD											
Monetary	549,435	503,884	539,117	542,106	577,327	748,870	577,371	558,584	408,354	332,470	354,215
Time Off	135,631	124,099	145,534	156,379	167,314	97,896	269,925	194,930	180,813	153,770	171,174
Total Awards	685,066	627,983	684,651	698,485	744,641	846,766	847,296	753,514	589,167	486,240	525,389
Size of the Workforce	624,757	612,923	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144
Federal Government											
Monetary	1,418,996	1,375,692	1,413,716	1,444,784	1,502,861	1,502,861	1,652,995	1,512,505	1,157,744	1,047,762	1,003,242
Time Off	293,480	286,508	332,352	325,251	364,043	364,043	449,198	375,561	372,994	363,327	398,737
Total Awards	1,712,476	1,662,200	1,746,068	1,770,035	1,866,904	1,866,904	2,102,193	1,888,066	1,530,738	1,411,089	1,401,979
Size of the Workforce	1,762,559	1,772,533	1,819,107	1,839,600	1,856,441	1,860,949	1,852,825	1,862,404	1,938,821	2,038,183	2,113,980

Army data include all US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) is excluded.

DOD data include Army, Navy, Air Force and Fourth Estate (except for Defense Intelligence Agency); and US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's CPDF. The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data is included in the Government-wide data just as Army data is included in the DOD data.

OPM changed the way it defines the NOA codes for awards in FY01. The NOA codes used prior to FY01 are: Monetary: 873, 874, 875, 876, 877, 878, 879, 885, 889, 891, 892; Time-off: 872. For FY01 and later, monetary award codes are 840, 841, 842, 843, 844, 845, 848, 871, 878, 879, and 892; time-off award codes are 846 and 847.

Cmd	Code	Command	Monetary Awards	Time-Off Awards
AA		US Army Accessions Command	476	204
AE		ACQ EXEC SPT AGCY	1,610	214
AP		Military Entrance Processing Cmd	1,449	2,242
AS		INSCOM	22	209
AT		ARMY TEST & EVAL	1,559	84
BA		IMA	14,870	10,027
CB		CIDC	28	148
CE		USACE	15,150	872
E1		US Army Europe / 7th Army ¹	36	85
FC		FORSCOM	1,225	449
GB		USA National Guard (Title 5 + Title 32)	26	15
G6		NETCOM	1,267	1,637
HR		RESERVE CMD	1,019	211
JA		Joint Activities ²	103	788
MA		USA Military Academy	272	190
MC		USA Medical CMD ³	14,379	11,334
MW		MDW	215	67
P1		US Army Pacific	98	70
P8		8TH US ARMY	217	77
SC		SPACE & STRAT DEF CMD	403	126
SP		USASOC	590	1,160
TC		US Training & Doctrine CMD ⁴	5,773	5,044
X1		USA Materiel CMD ⁵	52,777	3,972
3A		US Army Central // 3rd Army	31	39
5A		US Army North//5th Army	74	145
6A		US Army South // 6th Army ⁶	1	311
HQ		HQDA ⁷	2,705	1,356
ARMY WIDE			116,375	41,076

- 1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).
- 2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:
 - a) Combatant Commands: Southern CMD, European CMD, Africa CMD, Forces Korea, United Nations
 - b) Army Support to US SOCOM activities (excluding USASOC)
 - c) Jointly Manned Activities (JIEMDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)
- 3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS should be changed to MC.
- 4) Includes Army War College (TW).
- 5) All AMC subactivities: X1-XX.
- 6) Includes civilians assigned to 6A and SO.
- 7) All HQDA Staff and FOA commands:
 - a) Immediate Office of the Secretary (SA)
 - b) Secretariat FOAs (SB)
 - c) Secretariat Support to Joint & DOD Activities (SJ)
 - d) Army Staff (CS) - includes OCAR and Director ARNG
 - e) Army Staff FOAs (SE)
 - f) SJA School (SF) - special exception

No longer used: SS, AU, MP - report as HQDA & change to valid CMD



5-4 APPENDIX

RAW AND COMMAND DATA

Category	00	01	02	03	04	05	06	07	08	09	10
Army											
Suspensions	802	753	744	703	727	1,000	1,007	912	942	974	1,194
Removals for Cause	594	502	515	558	653	663	726	569	725	848	981
Resignations While Adverse Action Pending	50	38	36	43	35	25	32	42	52	61	74
Change to a Lower Grade	17	16	7	13	13	19	8	13	20	11	19
Total Disc/Adverse Actions	1,463	1,309	1,302	1,317	1,428	1,707	1,773	1,536	1,739	1,894	2,268
Size of the Workforce	198,334	196,537	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733
DOD											
Suspensions	3,010	2,778	3,093	3,054	3,066	3,545	3,808	3,377	3,415	3,378	3,836
Removals for Cause	2,072	1,857	2,048	2,184	2,244	2,408	2,000	1,752	1,895	2,067	2,357
Resignations While Adverse Action Pending	115	117	98	115	99	90	90	99	111	121	137
Change to a Lower Grade	37	36	31	43	34	49	34	39	48	35	43
Total Disc/Adverse Actions	5,234	4,788	5,270	5,396	5,443	6,092	5,932	5,267	5,469	5,601	6,373
Size of the Workforce	624,757	612,923	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144
Federal Government											
Suspensions	8,318	8,070	9,113	9,609	10,055	10,615	11,097	10,815	10,791	10,751	11,480
Removals for Cause	8,403	8,278	9,118	8,632	8,235	8,440	5,726	5,767	6,228	6,853	7,089
Resignations While Adverse Action Pending	348	369	363	372	395	405	404	376	451	386	432
Change to a Lower Grade	88	78	88	109	108	110	109	134	138	134	145
Total Disc/Adverse Actions	17,157	16,795	18,682	18,722	18,793	19,570	17,336	17,092	17,608	18,124	19,146
Size of the Workforce	1,762,559	1,772,533	1,819,107	1,839,600	1,856,441	1,860,949	1,852,825	1,862,404	1,938,821	2,038,183	2,113,980

Army data include US-citizen appropriated fund employees (military & civil function). Army National Guard (Title 32) is excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that because of their sizes, DOD data is included in the Government-wide data just as Army data is included in the DOD data.

The Nature of Action (NOA) and Legal Authority Codes (LACs) used are shown below. Note that these are the current LACs. The collection of historical data required the use of a few different LACs.

Suspensions:

NOA: 450 LAC: VAA, VAB, V4J & ZEM, VAV & ZEM, VAC, VWJ, VAD & USP, VAE & USR, USP, USR
NOA: 452 LAC: VAJ, VHJ, USM

Removals for Cause:

NOA: 330 LAC: RYM, V5J, V6J, V7J, V8J, V4J & ZEM, VAJ, VHJ, UPM, UQM, LUM;
NOA: 356 LAC: QGM, QHM, VWP, VWR, U2M, LUM, VAJ
NOA: 385 LAC: L2M, L4M, L5M, L6M, L8M, V2M, VYM, VUM, LXM
NOA: 386 LAC: ZLK, ZLM, ZLJ, ZLL

Resignations While Adverse Action Pending:

NOA: 312 LAC: R5M, R7M, R8M, R9M, RUM
NOA: 317 LAC: R5M, RQM, RRM, RSM

Change to Lower Grade:

NOA: 713 LAC: QGM, QHM, VWP, L9M, VWR, U2M, U2M & N2M

Denial of within-grade increase (NOA 888, LAC Q5M, Q5M & VLJ) is not included because of concern about data accuracy.

Cmd Code	MACOM	Suspension	Removal for Cause	Resignation While Adv. Act. Pending	Change to Lower Grade	Total Disc./ Adverse Actions
AA	US Army Accessions Command	14	18	3	0	35
AE	ACQ EXEC SPT AGCY	3	5	0	0	8
AP	Military Entrance Processing Cmd	35	18	2	0	55
AS	INSCOM	0	2	2	0	4
AT	ARMY TEST & EVAL	11	8	1	0	20
BA	IMA	236	163	10	3	412
CB	CIDC	8	3	2	0	13
CE	USACE	150	80	7	1	238
E1	US Army Europe / 7th Army ¹	5	5	1	0	11
FC	FORSCOM	7	16	0	0	23
GB	USA National Guard (Title 5 + Title 32)	0	1	0	0	1
G6	NETCOM	11	10	0	1	22
HR	RESERVE CMD	56	82	1	2	141
JA	Joint Activities ²	4	7	0	0	11
MA	USA Military Academy	0	0	0	0	0
MC	USA Medical CMD ³	231	312	20	6	569
MW	MDW	2	1	0	0	3
P1	US Army Pacific	1	1	0	0	2
P8	8TH US ARMY	0	3	0	0	3
SC	SPACE & STRAT DEF CMD	9	3	0	0	12
SP	USASOC	1	7	2	0	10
TC	US Training & Doctrine CMD ⁴	46	39	6	2	93
X1	USA Materiel CMD ⁵	330	158	15	3	506
3A	US Army Central // 3rd Army	1	1	0	0	2
5A	US Army North//5th Army	1	0	0	0	1
6A	US Army South // 6th Army ⁶	1	0	0	0	1
HQ	HQDA ⁷	31	38	5	1	75
ARMY WIDE		1,194	981	74	19	2,268

1) All USAREUR subactivities: E1 - EN. Does not include USAR support to USAREUR (ER).

2) Consolidates Joint Activities (JA) and NATO/SHAPE (J1). Joint Activities include US Army civilians in support of:

- a) Combatant Commands: US Southern CMD, US European CMD, US Africa CMD, US Forces Korea, United Nations
- b) Army Support to US SOCOM activities (excluding USASOC)
- c) Jointly Manned Activities (JIEMDO, JCISFA, JTAMDO, MOG-W, IADB, JTA, JTFs, et al.)

3) Consolidates Medical CMD (MC) and Health Services CMD (HS) - HS assignments should be changed to MC.

4) Includes Army War College (TW).

5) All AMC subactivities: X1-XX.

6) Includes civilians assigned to 6A and SO.

7) All HQDA Staff and FOA commands:

- a) Immediate Office of the Secretary (SA)
- b) Secretariat FOAs (SB)
- c) Secretariat Support to Joint & DOD Activities (SJ)
- d) Army Staff (CS) - includes OCAR and Director ARNG
- e) Army Staff FOAs (SE)
- f) SJA School (SF) - special exception

No longer used: SS, AU, MP - any assignments in these CMDs should be reported as HQDA but changed to valid CMD assignments.



6-1 APPENDIX

RAW DATA

Category	00	01	02	03	04	05	06	07	08	09	10
Army											
Black	32,355	31,821	32,566	32,027	32,941	35,323	36,295	37,360	40,559	44,250	46,885
Hispanic	12,152	12,376	12,703	12,973	13,546	14,223	14,261	14,358	15,221	16,584	17,699
Asian/Pacific	5,769	5,906	6,236	6,429	6,657	7,001	9,333	9,689	10,551	11,631	12,617
Native American	2,332	2,250	2,264	2,218	2,205	2,207	2,242	2,353	2,603	2,906	3,133
White	142,741	141,713	143,711	142,681	145,342	149,694	149,420	148,505	157,729	170,167	180,351
Total Workforce	195,349	194,066	197,480	196,328	200,691	208,448	211,551	212,265	226,663	245,538	260,685
DOD											
Black	92,852	90,857	90,726	88,686	89,641	92,545	95,060	95,778	100,960	107,586	114,300
Hispanic	37,297	36,403	36,535	35,325	36,955	38,177	38,015	37,633	38,811	41,296	43,408
Asian/Pacific	25,559	25,771	26,775	25,863	27,407	28,387	38,717	39,398	41,657	44,699	47,732
Native American	6,157	5,995	5,991	5,784	5,673	5,715	5,940	6,159	6,682	7,400	7,992
White	451,542	442,873	442,043	434,209	436,282	441,287	440,608	434,368	447,014	474,058	501,316
Total Workforce	613,407	601,899	602,070	589,867	595,958	606,111	618,340	613,336	635,124	675,039	714,748
Federal Gov't											
Black	301,049	302,187	308,301	312,581	314,866	317,103	319,437	323,470	340,160	355,767	370,213
Hispanic	115,483	118,716	125,035	130,637	135,714	138,587	138,673	141,968	149,930	157,656	164,066
Asian/Pacific	66,244	69,060	73,200	75,878	79,853	82,509	97,826	101,217	108,341	116,228	124,546
Native American	37,967	38,712	39,742	39,260	39,171	39,155	39,667	39,921	41,211	43,293	44,831
White	1,226,815	1,229,108	1,257,348	1,265,545	1,272,023	1,268,892	1,255,874	1,254,131	1,297,772	1,361,059	1,408,369
Total Workforce	1,747,558	1,757,783	1,803,626	1,823,901	1,841,627	1,846,246	1,851,477	1,860,707	1,937,414	2,034,003	2,112,025

FY99 -FY05, RNO categories other than those displayed (i.e., codes specific to Hawaii and Puerto Rico) and missing data result in the workforce totals for its indicator being slightly lower than the workforce totals for other indicators. Beginning in FY06, ERI data was converted to RNO using OPM's bridging methodology.

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influence by inclusion of Army data since Army is the largest component.

Note that the data shown are based on the inclusion and conversion of ERI to RNO categories.



6-2 APPENDIX

RAW DATA

Category	00	01	02	03	04	05	06	07	08	09	10
Army											
Female	78,486	77,888	79,047	78,688	79,214	81,076	81,239	81,786	87,575	94,748	99,859
Male	119,848	118,640	120,827	119,846	123,597	129,473	130,373	130,805	139,146	150,838	160,874
Total Workforce	198,334	196,528	199,874	198,534	202,811	210,549	211,612	212,591	226,721	245,586	260,733
DOD											
Female	247,778	239,900	238,618	232,001	231,166	232,195	234,791	232,155	239,856	249,648	261,298
Male	376,965	372,995	374,854	369,046	375,210	384,054	406,256	404,600	418,227	425,624	453,846
Total Workforce	624,743	612,895	613,472	601,047	606,376	616,249	641,047	636,755	658,083	675,272	715,144
Federal Gov't											
Female	793,288	797,368	811,210	819,327	824,471	824,033	818,295	822,704	859,987	901,838	930,420
Male	969,255	975,134	1,007,829	1,020,149	1,031,884	1,036,868	1,034,489	1,039,670	1,078,814	1,136,341	1,183,559
Total Workforce	1,762,543	1,772,502	1,819,039	1,839,476	1,856,355	1,860,901	1,852,784	1,862,374	1,938,801	2,038,179	2,113,979

Army data include US-citizen appropriated fund employees (military & civil functions). Army National Guard (Title 32) are excluded.

DOD data include Army, Navy, Air Force, & Fourth Estate (except for Defense Intelligence Agency); US- citizen appropriated fund employees. Army & Air Force National Guard (Title 32) are excluded.

Government-Wide data include all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that the Government-Wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data since Army is the largest component.



6-3 APPENDIX

RAW DATA

Category	00	01	02	03	04	05	06	07	08	09	10
Army											
Disability	14,738	14,283	14,892	14,572	14,914	16,285	16,763	17,323	18,337	20,139	21,417
No Disability	183,596	182,254	184,997	183,969	187,899	194,267	194,852	195,268	208,386	225,447	239,316
Total Workforce	198,334	196,537	199,889	198,541	202,813	210,552	211,615	212,591	226,723	245,586	260,733
DOD											
Disability	48,107	46,542	47,355	45,406	44,533	45,037	45,047	44,967	46,097	48,937	51,623
No Disability	576,650	566,381	566,165	555,667	561,853	571,217	595,808	591,772	611,818	626,335	663,521
Total Workforce	624,757	612,923	613,520	601,073	606,386	616,254	640,855	636,739	657,915	675,272	715,144
Federal Gov't											
Disability	120,864	121,002	123,583	125,692	125,521	124,842	123,695	124,703	129,050	137,349	145,324
No Disability	1,641,695	1,651,531	1,695,524	1,713,908	1,730,920	1,736,107	1,728,874	1,737,598	1,809,498	1,900,834	1,968,656
Total Workforce	1,762,559	1,772,533	1,819,107	1,839,600	1,856,441	1,860,949	1,852,569	1,862,301	1,938,548	2,038,183	2,113,980

Army data includes US-citizen appropriated fund employees (military and civil functions). Army National Guard (Title 32) is excluded.

DOD data includes Army, Navy, Air Force, and Fourth Estate (except for Defense Intelligence Agency); US-citizen appropriated fund employees. Army and Air Force National Guard (Title 32) are excluded.

Government-wide data includes all employees in OPM's Civilian Personnel Data File (CPDF). The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) is included.

Note: The Government-wide data will be heavily influenced by inclusion of DOD data; DOD data will be influenced by inclusion of Army data since Army is the largest component.

Disability is defined as Handicap Codes 06 through 94.

The Fiscal Year 2010 Annual Evaluation
is published by the:
Civilian Personnel Evaluation Agency
Strategic Plans and Analysis Branch
2461 Eisenhower Avenue, Hoffman 1
Alexandria, Virginia 22332

Archived Annual Evaluations are
available at:
<http://cpol.army.mil/library/civplans/chr-eval/>

For additional information contact the
Civilian Personnel Evaluation Agency,
Strategic Plans and Analysis Branch:
Peter Q. Gary - peter.garyl@us.army.mil
Dr. Lee Mudd - lee.mudd@us.army.mil

Cover graphic design: Peter Q. Gary
Inner cover photo credit:
Steve Moore, Fort Knox Visual Information
Layout and design:
Peter Q. Gary, AG-1 (CP), CPEA

Army Civilian Corps Creed

I am an Army Civilian -
a member of the Army Team.

I am dedicated to our Army,
our Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity
during war and peace.

I support and defend the
Constitution of the United
States and consider it an honor
to serve our Nation and our Army.

I live the Army values of Loyalty,
Duty, Respect, Selfless Service, Honor,
Integrity and Personal Courage.

I am an Army Civilian.

The Annual Evaluation is presented by:

