

United States Army Assistant G-1 (Civilian Personnel)

2011 Annual Report



From the Assistant G-1 (Civilian Personnel):

Each year we conduct an Annual Evaluation as part of our review of the Civilian Human Resources (CHR) program. The results are used in setting long-range strategic direction and policy. We publish this FY11 evaluation for your review.

I am pleased to present this *CHR FY11 Annual Evaluation*. Overall the results are very positive. Most of our metrics remained strong at last year's levels. I specifically want to note the improvements we made in productivity and average fill-time with our new DoD goals. Our Workers Compensation Program also received the Theodore Roosevelt Award for the best program in the federal government. Other areas are also identified in this year's evaluation for our combined focus.

Be sure to visit Army's recruitment website called *Army Civilian Service: Real Opportunities, Important Work*, at www.armycivilianservice.com.

None of our accomplishments could have been done without the support of our colleagues in the field and at our headquarters. Thank you for your contributions.

With my retirement, this is regrettably my last CHR Annual Evaluation submission to you. I am proud of the work we have done for the Army. Together we have made CHR the strong program it is today. I wish you well.

A handwritten signature in cursive script that reads "Susan Duncan". The signature is written in black ink and is centered on the page.

Dr. Susan Duncan

Army Civilian Corps - Army Strong

INTRODUCTION

The FY11 *Annual Evaluation* continues the evaluation philosophy underlying the FY96-10 *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 FY11 *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 workforce. 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 Workforce Morale, Civilian Workforce Quality, and Civilian Workforce 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 workforce.
- 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 intervention may become necessary.
- Present facts without undue analysis or interpretation. Special studies are needed to determine the reasons for most of the trends identified.

Notes on Methodology

Definition of Workforce

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 2011 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 (EEOCCRA) provide the indicator covering Equal Employment Opportunity.
- Workforce 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.

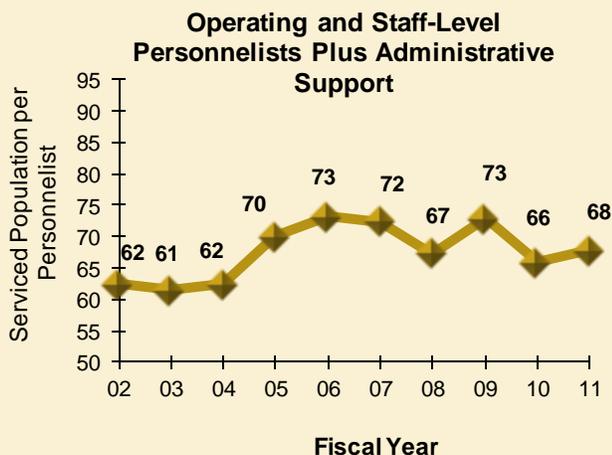


CHR FY11 ANNUAL REPORT

- EXECUTIVE SUMMARY -

This report assesses the effectiveness of the Army's civilian personnel program. Where possible, performance was measured against objectives. Some indicators compare 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.

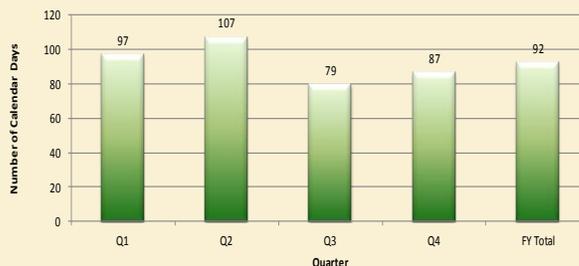
COST/EFFICIENCY



The servicing ratio for operating and staff-level personnelists and administrative support increased from 1:66 in FY10 to 1:68 in FY11.

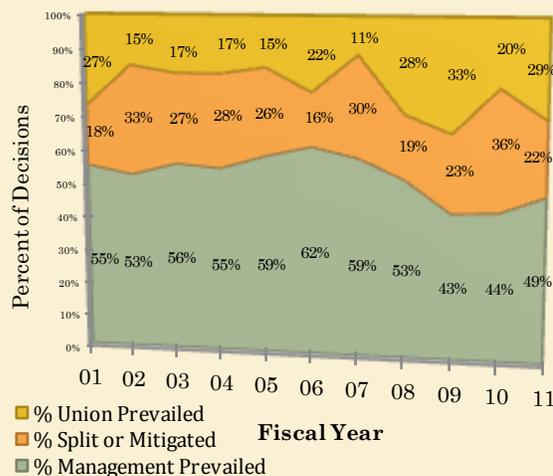
Civilian personnel productivity also increased. The FY11 productivity per operating-level personnelist ratio was 11 percent higher than in FY10.

CPA EFFECTIVENESS



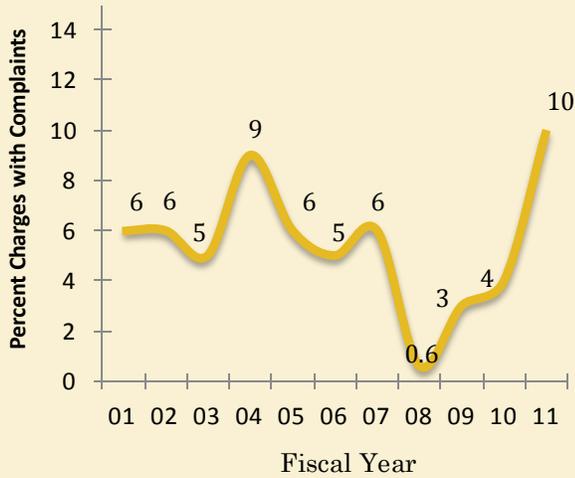
Army met its objective for average fill-time of 101 calendar days or less with an average of 92 days. Fill-time was counted per new DOD guidance from Initiation of the RPA to the Effective Date in FY11. The goal was to meet 101 days by the end of FY11 for all external hires. External hires are hires that are new to Army, with the exception of transfers from another DOD agency.

CPM EFFECTIVENESS



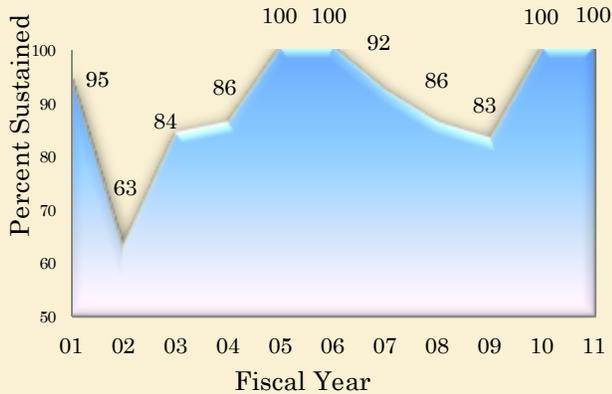
Army continued to do well in arbitration decisions: 49% of the decisions favored management, 22% were either split/mitigated, and 29% favored the union.

Unfair Labor Practices



In Unfair Labor Practices, the FLRA issued complaints in 10% of the charges – this number increased 6% from FY10 as the number of charges filed decreased by 23 and the number of complaints issued increased by 15.

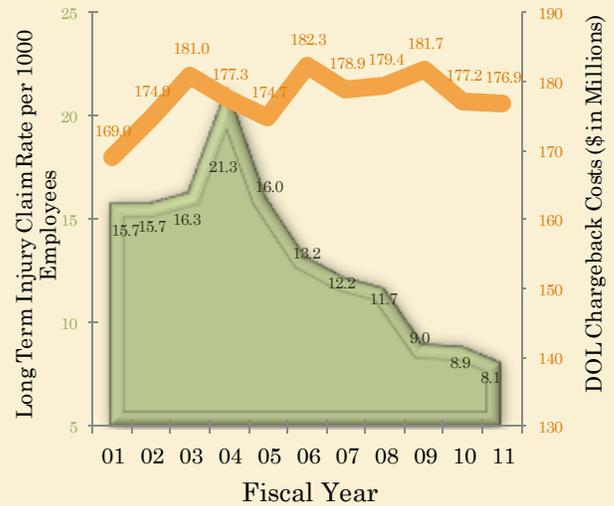
Appeals



Army met and exceeded the 90% objective set by OSD and OPM as 100% of appeals were sustained. There were four classification appeals adjudicated in FY11. All four appeals were sustained.

The rate and total number of long-term workers compensation cases continued to decline to 8.1 with 2,322 cases. The total cost of the program for FY11 was reduced to \$176,941,035. This was achieved while medical costs continued to rise.

FECA - Costs



Residential training courses for Injury Compensation Program Administrators (ICPAs) were offered in FY11. The Department of Labor began the Protecting Our Workers and Ensuring Reemployment (POWER) initiative with assigned goals for all federal agencies. Only two met the goals for FY11: Treasury and Army. The Army Program Manager presented at the Joint Army-Navy Public Health conference and AMEDD in San Antonio, Texas.

The Program Manager was selected for the Army's PACE Award and the Army won the prestigious Theodore Roosevelt Award for the best workers compensation program in the federal government.

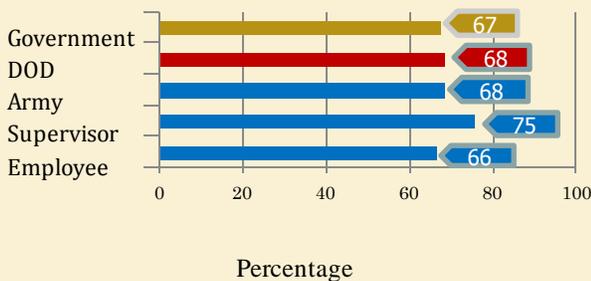
100% of ACTEDS Intern funds were executed in FY11.

Army exceeded the 90% objective in Identifying emergency essential employees at 97.1%.

WORKFORCE MORALE

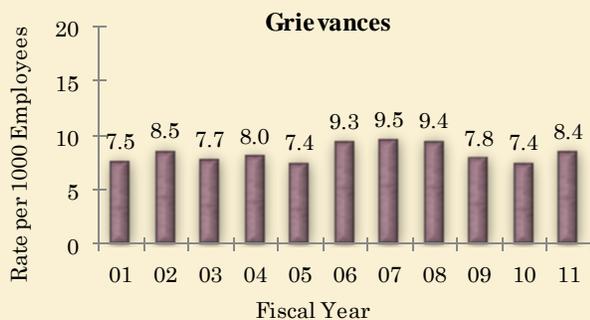
Army's average job satisfaction rate was high in the most recent 2010 survey – 78% for non-supervisors and 83% for supervisors.

Conditions for Engagement



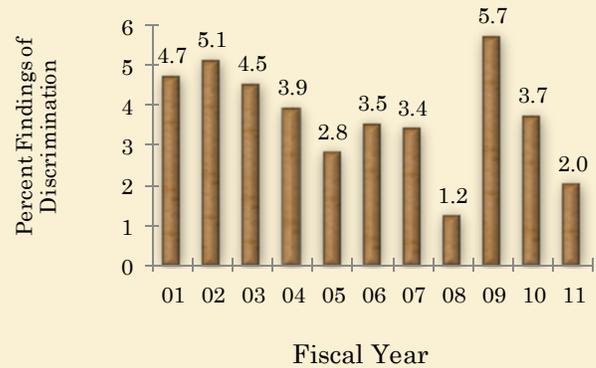
Army's average on workplace engagement questions was also high. This matches the average for all of DOD and is higher than the Government-wide engagement average from the Federal Employee Viewpoint Survey. Army supervisors are the most engaged at 75% while employees are engaged slightly below the Government-wide average of 67%.

In FY11 the number of formal grievances filed under administrative procedures increased from 1 to 1.5 per 1,000 employees.



The number of grievances filed under procedures negotiated with unions also increased from 7.4 to 8.4 per 1,000 employees.

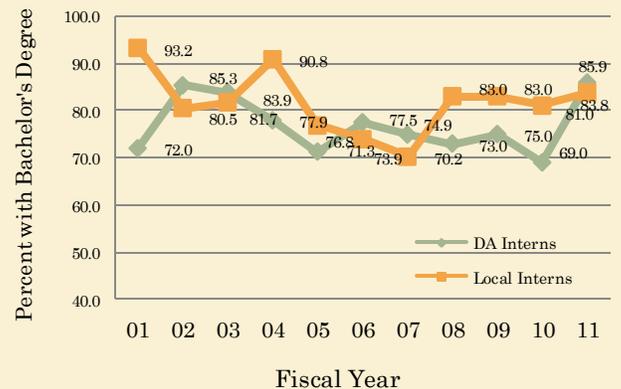
EEO Complaints



The number of findings issued for EEO complaints in FY11 (2%) were lower than previous years. Overall, findings continue to be extremely rare Army-wide. A determination that an employee was retaliated against by management for prior participation in the EEO complaint process remained the most common reason for a finding, occurring in 4 of the 7 cases in which discrimination was found in FY11.

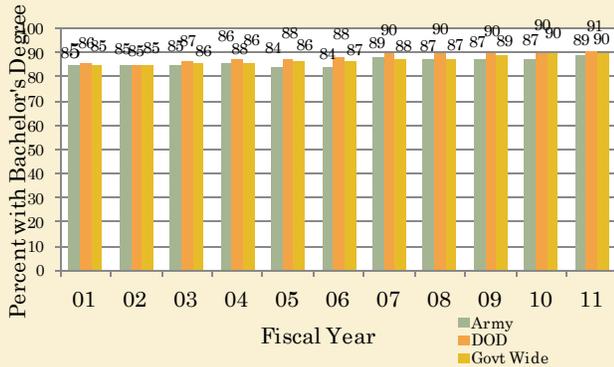
WORKFORCE QUALITY

Education Level by Type of Trainee



The percentage of DA interns with a bachelor's degree or higher was 85.9% for FY11. The percentage of local interns with a bachelor's degree or higher was 83.8% for FY11.

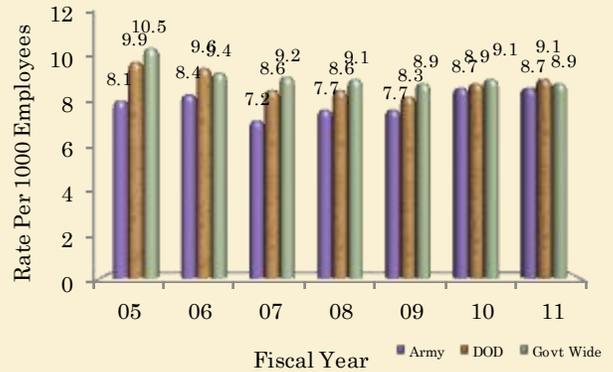
Professional Occupations



For all Army professional occupations, the percent with college degrees has been stable, with about the same levels in Army, DOD and Government-wide. The FY11 Army percent is up 2% at 89.1%. For administrative occupations, the percents are up for Army, DOD, and Government-wide in FY11. College degrees for those in Army technical occupations have historically been around 11%. In recent years, the level has increased to 15%. The Government-wide and DOD percents are higher than Army. In clerical occupations the Army percentage was higher than DOD but lower than the Government-wide. The overall clerical percent was lower than the technical occupations. For other white collar occupations, the percent with college degrees has increased over the past eleven years for DOD, and Government-wide. Army went down in FY10 and FY11 to 9% and 8%. The Government-wide percent is significantly higher than Army and DOD at 19%.

Army's rate of disciplinary/adverse actions continues to be lower than the DOD and Government-wide rates through FY11.

Disciplinary/Adverse Actions



In FY11, the rate per 1,000 employees was 8.7 in Army, 9.1 in DOD, and 8.9 Government-wide.

WORKFORCE REPRESENTATION

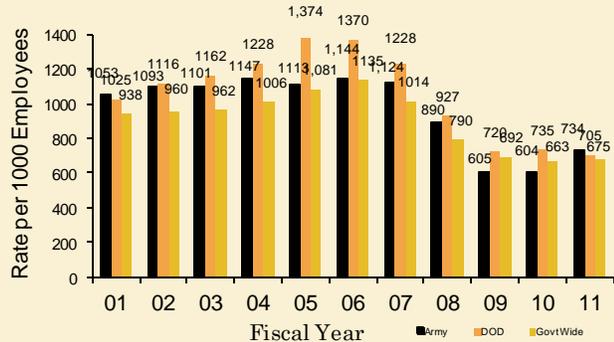
Army's percentage of minorities increased from FY01 through FY10. The population of Black employees in Army has increased slightly since FY03. The population of Hispanic employees in Army has remained relatively consistent over the past few years. The increase in the Asian/Pacific Islander population 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 FY11, it was lower than both DOD and the Government-wide rates. The population of Native Americans has remained relatively constant. This is approximately the same as DOD and lowers than the Government-wide rates.

Army's percentage of female employees in FY11 decreased to 37.6%. Compared to government overall, Army had a smaller percentage of female employees (37.6% vs. 43.7%) for FY11.

Army's FY11 (8.4%) percentage of disabled employees continued to be slightly higher than previous years at 8.4% of the workforce. It is higher than both the DOD (7.5%) and Government-wide percentages (7.2%).

Overall, Army minority hiring increased to 26% while female new hires remained at 37% in FY11.

Awards



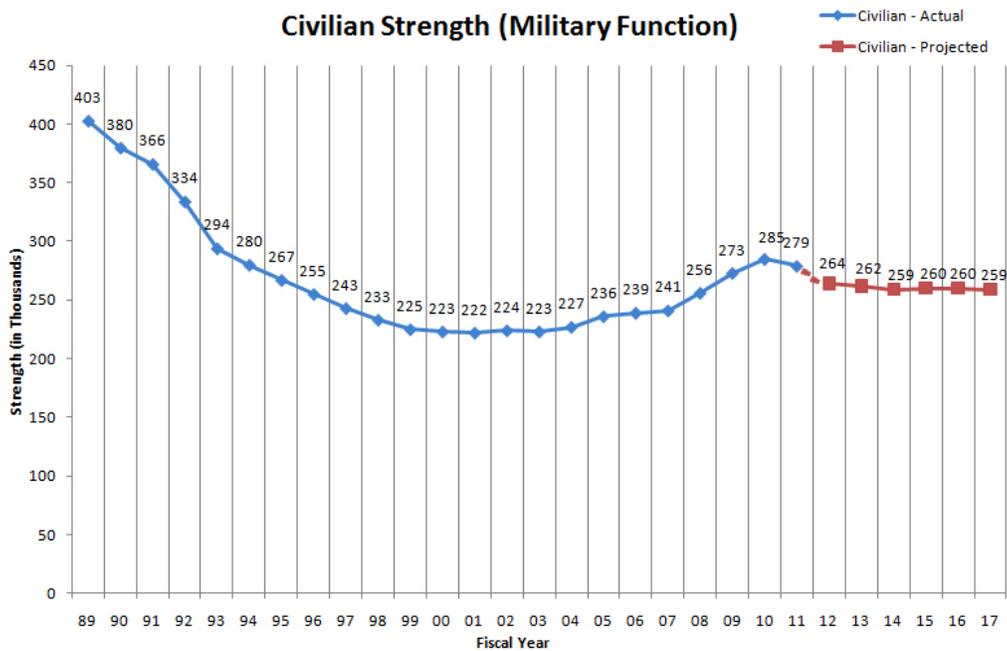
Army and DOD had a significant drop in awards beginning in FY08 as NSPS was implemented. Fiscal constraints continued this trend through FY10. In FY11, Army's rate at 734 per 1000 employees increased over the DOD and Government-Wide rates.



FY11: 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, 2011, there were 255,990 US direct hire employees and 22,625 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There were also 28,994 NAF employees on board. These AF and NAF civilians are employed in 546 different occupations with the highest concentrations in series 301, 303, and 2210. Approximately 4,000 civilians were deployed in FY11. This number is lower than previous years because employees are typically deploying for one-year versus six-months in previous years. Of the 4,000, approximately 2,400 were in support of Operation Enduring Freedom and 1,600 were in support of Operation New Dawn (OND), formerly Operation Iraqi Freedom (OIF).



SOURCE: SF113A REPORT (CIVILIAN ACTUAL), FY12-13 PRESIDENT'S BUDGET (PROJECTED).

FIGURE 1: CIVILIAN STRENGTH OVER TIME.

ARMY CIVILIAN GAINS AND LOSSES

The drawdown began in 1989 and lasted through the 90's, the stabilization in the first half of the 00s, and the recent surge that started in 08 (Figure 1). For the first time in a decade, the US Direct Hire Civilian Army lost more civilians than it gained in FY11 (Figure 2). Over the last 22 years the average employee age has increased 4.4 years from 42.0 in FY89 to 46.4 in FY11. In contrast, tenure has remained fairly constant at 13.5 years in FY89 and 13.2 years in FY11. There was a 37% increase in retirements from 6,504 in FY10 to 8,904 in FY11. This data includes all active US Citizen Direct Hire Appropriated Fund employees. All gains and losses are included.



FIGURE 1

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

The following are FY11 highlights for the Assistant G-1 for Civilian Personnel major functional areas:

ARMY G-1 CIVILIAN PERSONNEL

EMPLOYMENT POLICY DIVISION (EPD)

- Improved 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.
- Achieved Department of Army Workers' Compensation Program goals resulting in considerable cost savings, reductions in long term claims, and the Army receiving an award for having the best Workers' Compensation Program in the federal government.
- 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. Implemented and deployed the Army e-EOD Army wide.
- Developed and published a plan for meeting the VCSA's goal of 100% Civilian PDHRA compliance rate. Actions have resulted in a steady increase in the compliance rate.
- 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.
- Migrated ArmyCivilianService.com to the CPOL employment pages as a .com. The new recruitment site serves as the employment portal for Army positions worldwide.
- Developed framework in support of Department of Army initiatives for implementing CEW. Conducted CEW and Pre and Post Deployment Health Assessment/Reassessment workshops to solicit Army command input in the identification of critical Army issues to be addressed for implementation of CEW.

- Hosted a RAND Study civilian deployee focus group to obtain feedback on the pre and post deployment experiences of civilians to identify best practices and areas needing improvement in Department of Army CEW deployment guidance and processes.
- Launched the CEW website to provide Department of Army personnel with a single source of information on Department of Army and OSD CEW initiatives.
- Represented the Department of Army and provided personnel to support a number of OSD workgroups responsible for developing an enterprise wide hiring solution and developing Presidentially mandated hiring reform initiatives. These actions influenced OSD's decision to implement a short term strategy for use of USA Staffing as the Department's hiring tool pending further study to identify a comprehensive life cycle hiring solution.
- Completed three open issues involving military spouse unemployment compensation, donation of leave for DoD Civilian employees, and compensatory time for DA Civilians for the Army Family Advocacy Program.

PROGRAM SUPPORT DIVISION (PSD)

- Processed 150 honorary award actions and 10 non-defense personnel award actions for the Secretary of Defense Medal for the Defense of Freedom.
- Maintained Army Incentive Awards processing time of 12 days.
- Conducted Secretary of the Army Annual Awards Ceremony, honoring 24 award recipients.
- Presented the William H. Kushnick Award to Mr. Edward A. Kall, Supervisory Human Resource Specialist (Information Systems); U.S. Army Civilian Human Resources Agency, North Central Region; Office of the Deputy Chief of Staff, G-1 for his forward-thinking leadership and expertise resulting in significantly improved business processes within the Army that were both cost-effective and error-free.
- Presented the John W. Macy, Jr. Award to Mr. Craig S. Miser, Chief, Applied Science Test Division, Warfighter Directorate, U.S. Army Aberdeen Test Center, U.S. Army Test and Evaluation Command for excellence in leadership and technical achievements. Mr. Miser led his division to make extraordinary technical contributions to the ballistic and nonballistic testing of body armor and the measurement of toxic fumes, and co-led a successful effort to raise quality awareness throughout Aberdeen Test Center.
- Presented the Nick Hoge Award to Mr. Michael J. Gindl, a Human Resources Specialist (Information Systems) with the Civilian Human Resources Agency, North Central Region, AutoNOA Team, for his professional paper entitled: "Implementing Web-based Wizards and Web-based Dashboards Built Using the Army's Lean/Six-Sigma and Continuous Process Improvement Programs to Optimize the Data Entry Processes for DCPDS and Other HR Systems." Mr. Gindl's thought provoking paper proposes the Defense Civilian Personnel Data System (DCPDS) and other support systems will be enhanced by utilizing Web-based Wizards.
- Presented the Spirit of Hope Award to Ms. Janice K. Bridges, a Computer Scientist at U.S. Army White Sands Missile Range (WSMR). Ms. Bridges epitomizes the values of Mr. Bob Hope. She has selflessly dedicated herself by leading the efforts at WSMR that provide many quality of life services to both Soldiers and their Families.
- Presented the Zachary and Elizabeth Fisher Distinguished Civilian Humanitarian Award to Mr. John Gonsalves, President and Founder of Homes for Our Troops, a nonprofit organization that builds specially adapted homes that help restore a life of independence to veterans.
- Processed four Department of the Army nominations through the Secretary of the Army for recommendation to The George Washington University for the Annual Arthur S. Flemming Award.
- Processed six Department of the Army nominations through the Secretary of the Army for recommendation to The American University for the Roger W. Jones Award for Executive Leadership.
- Processed three Department of the Army nominations through the Secretary of the Army for recommendation to the Department of Defense (DoD) for the 56th Annual DoD Distinguished Civilian Service Award.
- Processed a Department of the Army nomination through the Secretary of the Army for recommendation to the Department of Defense (DoD) for the 7th Annual DoD David O. Cooke Excellence in Public Administration Award.
- Closed 87 Freedom of Information Act (FOIA) cases in FY11. The FOIA office carried 29 cases into FY12.
- Began BRAC ADVON move-in to Building 1465 on Ft. Belvoir 5 – 19 JANUARY; remainder of AG1 CP BRAC staff moved into BLDG 1465 1 – 10 FEBRUARY.

EVALUATION, PROPONENCY, AND COMMUNICATIONS DIVISION (EPCD) (FORMERLY THE US ARMY CIVILIAN PERSONNEL EVALUATION AGENCY)

- Completed a review of the United States Army Force Management Support Agency's CHR Program and provided feedback to the Commander on the effectiveness of program administration.
- Completed an Army-wide special review of retirement coding for Law Enforcement Officers, Firefighters, and Air Traffic Controllers in response to a request to provide the AG-1 CP with an independent assessment of the administration of these programs within Army.
- Participated in planning and executing the first year CHR Program Evaluation of the G-2 Defense Civilian Intelligence Personnel System (DCIPS) implementation. The review focused on the overall implementation and effectiveness of DCIPS policies, processes, and outcomes.
- Provided subject matter experts to accompany the Non-Appropriated Fund CHR Program Evaluation onsite reviews at the U.S. Military Academy at West Point, New York and the Edelweiss Lodge and Resort at Garmisch, Germany.
- Provided a subject matter expert to accompany a Department of Defense Priority Placement program evaluation team to Fort Bragg.
- 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, and the Army Wellness Survey.
- Completed the data collection and analysis of our Civilian Human Resources (CHR) FY10 Annual Evaluation for publication on our Civilian Personnel On Line (CPOL) web site.
- Updated the Continuity of Operations Plan (COOP), Emergency Response Group (ERG), AG-1(CP) mission essential functions, and participated in COOP exercises.
- Provided quarterly and annual Installation Status Report (ISR) average day fill metrics and annual supervisory assessment of CPAC Performance survey results.
- Developed pilot testing procedures for career program and command training program return-on-value calculations for integration into Army's Civilian Competency-Based Development System.
- Tracked impact of training based on 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.
- Reviewed DoD Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo) employee survey materials and provided advice and assistance on employee data gathering and analyses.
- Provided job analysis subject matter expertise to the Strategic Human Capital Development Division to conduct Army's competency analysis of civilian positions.
- Prepared survey materials, guidebook, analysis, and advice and assistance to Army's Quality of Work Environment Facility Assessment for the Directory of Safety, Assistant Secretary of the Army for Installations, Energy and Environment.

CIVILIAN INFORMATION SERVICES DIVISION (CISD)

- Implemented Enterprise E-mail IAW the Army's Enterprise Email initiative.
- Implemented an Automated Asset Management System which provides 100% visibility over all funding reimbursements, financial expenditures, procurement actions, and life cycle replacement conducted within the Civilian Information Services Division (CISD).
- Developed a comprehensive BRAC 132/5 relocation plan that supports AG1CP BRAC to Fort Belvoir starting January 2012. Overcame numerous obstacles through aggressive coordination with the supporting Network Enterprise Center (NEC), Public Works (PW) and the Fort Belvoir BRAC office.
- Developed System Access, Request and Authorization (SARA) application which modernizes the account creation process leveraging AutoNOA capability, thus ensuring 100% accurate new accounts and saving hundreds of hours of manual processing.

- Coordinated with the U.S. Office of Personnel Management (OPM) and provided technical support for Army's implementation of OPM Enterprise Human Resources Integration (EHRI), essentially an EHRI single feed from Army to OPM.
- Created requirements, tested and performed National Capital Region Medical (CapMed) conversion to Joint Based Servicing.
- Converted Physicians and Dentists Pay Plan (PDPP) from previous plan to PDPP.
- Planned, coordinated, piloted and fielded the Civilian Record Brief (CRB).
- Led initiative to reform and implement modernization of AG-1 CP data access policy.
- Provided innovative, on-going support to the Career Program mapping initiative, Competency Management System, and Civilian Senior Leader Development Office with customized, automatic email distribution lists and notification from BOXI. This amounts to many tens of thousands of emails annually.
- Eliminated the manual SANAR for Resumix, LDAP and WASS/CIVFORS accounts.
- Engineered and migrated to a new Development and Test environment at the Army Civilian Data Center (ACDC). This resulted in CISD meeting the identified BRAC timelines while migrating into a separate and controlled network that increased the AG-1 CP security posture.
- Developed the CISD Army Data Center Consolidation Plan in support of the Army's consolidation. The AG-1 CP command plan uses a phased approach that allows acceleration of our data center consolidation, two years ahead of Army mandates, while minimizing application downtime. This will result in consistent application availability during the periods of consolidation.
- Served as the organizational liaison with NETCOM/7th Signal in support of the AG-1 CP and CHRA's Enterprise Email Migration. Assisted CHRA and the AG-1 CP in the identification, escalation, and resolution of issues experienced during the Army's migration to Enterprise Email.
- Recompeted the Civilian Information Services Division (CISD) IT Support Contract. During this process, the organizations successfully transitioned from a time and materials contract to a firm fixed price contract.
- Coordinated extensively with Oracle to identify the correct licensing model for CISD and negotiated a final licensing package which saved the organization over \$500,000 while avoiding an additional \$200,000 compliance penalty.
- Successfully migrated all legacy HQ ACPERS reports and interfaces from COBOL to Oracle PL/SQL and Business Objects Crystal Reports. Completing the migration minimizes the number contractor skill sets needed to support the Civilian Information Services (CIS) contract vehicle as well as negating the requirement to procure a \$63K+ annual Micro Focus maintenance fee.
- Implemented capabilities to allow applicants to submit a Cover Letter with their application for an Army Civilian vacancy. Continuously updated USAJOBS with statuses of applicant self-nomination information from Army's in-house recruitment system, and integrated Army's in-house recruitment system with USAJOBS 3.0. These three efforts are in response to the President's Management Agenda (PMA) regarding Hiring Reform to shorten the hiring cycle for Federal Civilian vacancies and create an enlightened/transparent experience for the applicant.
- Revamped the Civilian HR Productivity system by integrating a new measurement matrix to include time splits that allow for detailed analysis of Army's compliance with OPM's 80 day hiring model.
- Migrated all AG-1 CP applications to AKO single sign-on (SSO) with PKI/CAC-only authentication before December 1st, 2011 in order to comply with JTF-GNO CTO 07-15.
- In-sourced the Civilian Leader Improvement Battery (CLIMB), a voluntary web-based leadership skill assessment used to measure standing on Army's 27 leadership competencies. Provided a link to training opportunities that can be included in Individual Development Plans (IDPs) to address strengths and weaknesses. The in-sourced application from a commercial vendor externally hosted, will save approximately \$25K annually in vendor fees.

LABOR RELATIONS (LR)

- Provided extensive guidance and briefing charts regarding Executive Order 13522 (E.O.) to include a template for the field's use in the establishment of local labor-management councils. The guidance was used by a national union in its dealings with other Federal agencies.
- Prepared numerous negotiability appeals and arbitration exceptions and oppositions.
- Assisted in the establishment and administration of an Army Roundtable with our national unions.

- Conducted national consultation regarding the implementation of various Army regulations and policies.
- Published guidance providing Ground Rules templates for use in collective bargaining.
- Provided labor relations guidance associated with the implementation of various programs affecting civilian employees' working conditions (e.g., E.O. 13522, Physician and Dentist Pay Plan, telework).
- Served as Army's representative in meetings with the Department of Defense on issues involving labor relations.

NONAPPROPRIATED FUND HUMAN RESOURCES (NAF HR)

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance to the CHR community, Defense Logistics Agency (DLA), Headquarters Installation Management Command (IMCOM), and Civilian Human Resources Agency (CHRA).
- Worked in collaboration with Headquarters Department of Army (HQDA), Policy and Programs Development Division, NAF Employee Benefits Office and Portability office to coordinate the dissemination and implementation of new policies.
- Revised the AR 215-3 NAF Personnel Policy to include new legislative changes, laws, regulations and policies as applicable to the NAF workforce.
- Conducted NAF CHR program reviews at Fort Benning, Joint Base Lewis/McChord, Edelweiss Lodge and Resort, USAG Grafenwoehr, Fort Bragg Follow-up, Fort Myer Follow-up, Fort Stewart Follow-up, Fort Leavenworth, Fort Lee, and West Point Follow-up. We provided written reports of findings and recommendations to IMCOM and CHRA.
- Participated in the development of DoD's Defense Enterprise Hiring initiative to streamline and automate the recruitment process across DoD Components.
- Represented the Army on the Federal Rate Advisory Committee.
- Represented Army NAF Policy on the development of electronic official personnel folder (eOPF) for Army NAF and the automation of entry on duty forms with the Army Publication Agency in an effort to move to paperless personnel management.
- Represented Army NAF on a working group to execute Homeland Security Presidential Directive (HSPD-12) for Army implementation of credentialing standards for issuance of the Common Access Card (CAC) to employees and contractors.
- Developed and provided guidance for expanded Family Friendly Leave Policies for NAF Employees. The polices 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 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).
- Participated in the Army MWR Symposium in San Antonio and conducted two presentations one on program review and the other on retention of flexible employees.
- Participated in the 2011 Soldiers and Family Action Plan Symposium. Developed course contents and instructed sessions designed to enhance the professional knowledge of NAF HR staff.

STRATEGIC HUMAN CAPITAL DEVELOPMENT DIVISION (SHCDD)

- Designed and developed complex reports and dashboards for MCOs and Commands at Career Program Planning Council (CPPC) and Board of Directors (BOD) that highlight key human capital management indicators including trends in demographics and impacts of an aging workforce and increases in retired military employees.
- Developed competency forecasting methodology and prototype modeling and reporting tools in support of human capital planning. Developed comprehensive methodology to aggregate, assess, and project workforce

competencies and proficiency levels. Developed a methodology to evaluate the best predictive variables for loss rates

- Developed and incorporated innovative approaches to forecasting civilian workforce strength requirements.
- Implemented CAC enabled login for WASS & CIVFORS. Migrated WASS & CIVFORS production site from Hoffman to Rock Island to support BRAC. Developed a comprehensive Guide to Data Quality for WASS to support customer inquiries and prioritize future efforts for database management tasks. Improved retirement eligibility calculations which include retirement system and FERS minimum retirement age to allow more accurate reporting.
- Coordinated on the development of the Defense Competency Assessment Tool (DCAT), a proposed enterprise competency management tool.
- Developed the Civilian Competency Based Development System (CCDS) that will support the development of the Army's competency based training requirements, training plans and the assessment of the effectiveness of training strategies in terms of Return on Investment (ROI).
- Conducted a number of special topic analyses on veterans and presented them to the General Officer Steering Committee (GOSC); measured and analyzed correlations between position competencies and (GS) grades to support future manpower and forecasting requirements.
- Prepared Army Component input to DoD FY 10 Strategic Human Capital Workforce Report and developed the FY 11 Army Civilian Human Capital Planning Report to reflect state of human capital planning in Army and actions taken/being taken/to be taken to meet human capital planning requirements.
- Developed approach to articulate MCO requirements for resourcing to support G-1 Civilian Manpower Allocation Division Chief and Deputy Assistant Secretary of the Army Force Management, Manpower and Resources (DASA (FMMR)).
- Developed SHCDD website to manage critical information on human capital strategy, policy, guidance and analysis.
- Developed and implemented a phased plan for coding occupations to career programs Army-wide.
- Provided advice and guidance to Functional Chiefs (FCs), Functional Chief Representatives (FCRs), HR Directors and Career Program population on appropriate alignments of occupations to career programs.
- Developed and implemented Army Civilian Training, Education and Development System (ACTEDS) Plan template and review processes for AG-1 CP approval.
- Planned and executed quarterly Career Program Policy Committee (CPPC) meetings.
- Represented AG-1 CP on DoD-level interagency working groups to define functional communities, DoD Mission Critical Occupations and associated competencies.

HUMAN RESOURCES PROGRAM DEVELOPMENT DIVISION (HRPDD)

- Partnered with G-2 in establishing DCIPS policy and for the conversion of DCIPS employees to a graded system.
- Influenced design of future DoD enterprise-wide personnel system by partnering with DoD on working groups.
- Developed Army policy for Physicians and Dentists Pay Plan (PDPP).
- Contributed in developing guidance regarding furlough in anticipation of government furlough/shutdown.
- Developed Army Substance Abuse Counselor Graduate Intern Program.
- Served on the Health Affairs Executive Council to examine emerging issues in medical occupations.
- Provided input into new security and suitability regulations to include Homeland Security Presidential Directive -12, consolidated adjudication facilities and implementation of the Position Designation Tool for security clearances.
- Finalized the transition of employees assigned to the National Security Personnel System (NSPS) to the General Schedule (GS), Physicians and Dentist Pay Plan, or demonstration projects.
- Prepared Army input for DoD congressional testimony on termination of NSPS.
- Responded to reviews and findings by GAO, DoD PEO, Army Audit Agency, and Defense Business Board.

- Provided representatives to serve on three DoD design teams – Performance Management, Civilian Workforce Incentive Fund, and Hiring Flexibilities, as a result of the termination of NSPS and implementation of NDAA 2010.
- Gained approval from G-1 Senior Level Review Board, Defense Business Systems to obtain funding for the electronic-Official Personnel Folder (e-OPF) backfile conversion project.
- Established and signed a detailed agreement with OPM for Army-specific requirements for e-OPF and kicked off the project in FY11 for FY12 completion.
- Provided G1 responses to ULB proposals and proposed laws and regulations.
- Oversaw consistency review for Equal Employment Opportunity (EEO) positions based upon OPM appeal decisions.
- Updated delegated authority to commands to include FLSA for position classification.
- Provided Army response to DoD/OPM on proposed classification standards and/or changes.
- Developed Army guidance for implementing the Telework Enhancement Act of 2010.
- Major contributor to DoD’s Telework policy revisions.
- Partnered with Army legal staff on third party actions – decisions favored Army.
- Developed Army Leave Bank policy and implementing guidance based on AFAB proposal.
- Coordinated with commands on draft revision of AR 690-700, Discipline.
- Provided monthly updates to AG-1 CP for the Vice Chief of Staff Army (VCSA) on civilian suicide trends and analysis.
- Provided guidance on BRAC issues.
- Developed Army guidance for Japan crisis on leave, telework, and other HR issues and topics.
- Developed Army guidance for funding limitations on performance awards.

REGIONAL PRODUCTIVITY INDICATORS (RPI)

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 FY11 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			
	Competitive		All Hires*		External Hires**		Routine actions	avg # of days	Non-routine actions	avg. # of days	Realignments	A-76 studies	RIFs	Reorganizations
	# of recruit actions	Avg. fill time (days)	# of recruit actions	Avg. fill time (days)	# of recruit actions	Avg. fill time (days)								
Europe	3,485	126	5,090	103	2,941	86	4,501	2	1,329	7	2,569	0	0	0
Far East	1,526	113	2,763	77	1,338	70	2,342	1	600	8	1,108	0	0	73
North Central	7,737	115	14,843	75	4,750	92	12,891	1	2,342	9	11,455	0	5	258
Northeast	5,910	128	12,647	75	3,432	93	9,265	2	1,989	20	7,254	0	6	31
South Central	7,257	123	14,358	82	5,069	100	12,553	2	2,216	13	9,562	0	4	37
Southwest	6,792	106	13,262	72	5,173	84	14,302	1	2,020	13	6,128	0	3	32
West	8,762	140	14,721	100	6,068	101	11,957	4	2,023	22	10,916	0	5	66
ABC-C														
TOTAL	41,469	123	77,684	82	28,771	92	67,811	2	12,519	14	48,992	0	23	497

	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	Cancelled actions	Corrected actions
Europe	122	39	76	1,887	11322	9,777	\$8,547,656	3,582	853	755
Far East	65	55	32	777	4662	2,739	\$2,746,910	551	310	223
North Central	6,084	4	229	5714	34284	44,108	\$50,544,514	8,880	2,521	5,533
Northeast	395	52	158	3947	23682	54,331	\$81,277,756	8,625	3,885	3,549
South Central	398	34	248	6198	37188	56,862	\$71,488,452	15,311	2,768	2,748
Southwest	5,335	9	253	6319	37914	59,734	\$56,031,550	13,806	3,057	5,438
West	512	14	214	5337	32022	57,828	\$61,667,974	10,987	6,225	4,622
ABC-C	196	17	37	925	5550					
TOTAL	13,107	10	1,247	31,104	186,624	285,379	\$332,304,812	61,742	19,619	22,868

CIVILIAN HUMAN RESOURCES AGENCY (CHRA)

- Executed Base Realignment and Closure (BRAC) by exceeding BRAC goal of filling 21,000 positions ahead of schedule with a 99.99% fill rate, executing 18,191 recruit actions (29% above target).
- Engaged with OSD in the Hiring Reform beta test initiative – efforts included planning, implementation, and execution. Results were positive and test expanded to other sites.
- Selected by DoD Joint Task Force National Capital Medical Region (JTF CapMed) to provide comprehensive CHR services to support the new DoD organization. CHRA's automation initiatives were key to selection.
- Developed first CHRA Human Capital action plan and automated hiring planning and execution tool.
- Increased CHRA participation in the Civilian Education System (CES) by 20% from FY 09 to FY 10 and by 15% from FY 10 to FY 11
- Successfully deployed Phase I (54% of CPACs) for USA Staffing.
- Trained 100% of staff and deployed e-EOD.
- Decreased time to Hire (includes Management Time and HR Time) by 3.3% from same time period in FY 10
- Decreased HR time by 9.5% from the same time period in FY 10
- Decreased all HR time segments: RPA receipt to open announcement (1.6% decrease); announcement closed to referral issued (11.9% decrease); referral return to commit (16.5% decrease)
- Continued expansion of Auto Nature Of Action (AutoNOA) cell to achieve future efficiencies (e.g. updated employee records with career program data)
- Continued to execute Injury Compensation Program Administrator (ICPA) training – Reduced FECA costs by .17% from FY 10.
- Developed and marketed Army Benefit Center-Civilian (ABC-C) New Hire Toolkit.
- Recruited and selected 6 candidates for the 2012 class of the CPAC Director Development Program – Orientation to be conducted in spring of 2012.
- Functional training increased by 31% during rating period. Training directly targeted to development of dual functional specialists, BRAC, USA Staffing.
- Increased HR for Supervisors training instances by 36%.
- Continued customer feedback initiative which included quarterly survey sent to almost 12,000 supervisors. Overall satisfaction increased from FY 10.
- Developed RIF Guide to ensure that consistent information is presented to all customers.

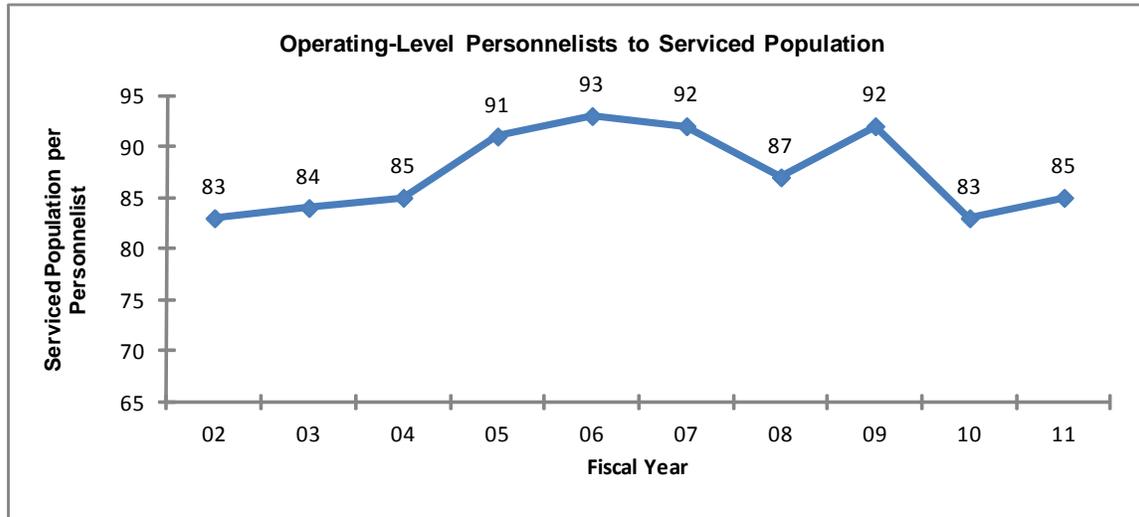


1 - 1 SERVICING RATIO

Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY11

Assessment: Not Met



Source: CivPro.

Fiscal Year	02	03	04	05	06	07	08	09	10	11
Serviced Population	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018
Personnelists	2,759	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620	3,510

Analysis:

- Although the number of personnelists decreased at a faster rate than the serviced population, the OSD goal was not met. However, this did cause the servicing ratio to increase from 1:83 in FY10 to 1:85 in FY11. The number of Personnelist decreased by 110 from FY10.
- "Operating-level" is identified as 201 series personnel in CPACs and regional processing centers. "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.

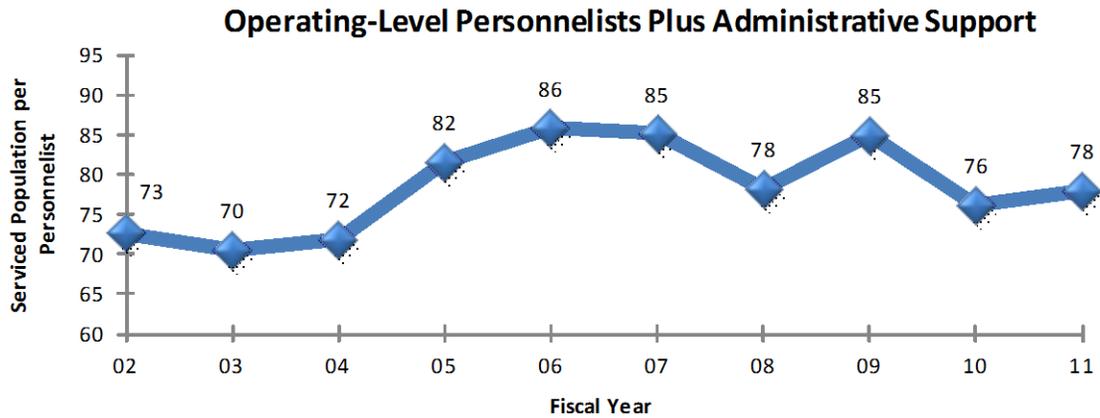


1-2 SERVICING RATIO

Operating-Level Personnelists Plus Administrative Support to Served Population

Objective: 1:80 for FY11

Assessment: Not Met



Source: CivPro.

Fiscal Year	02	03	04	05	06	07	08	09	10	11
Served Population	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018
Personnelists	2,759	2,752	2,730	2,799	2,711	2,722	3,065	3,120	3,620	3,510
Administrative Support	408	520	527	311	230	244	343	247	350	340
Total Operating Level	3,167	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970	3,850

Analysis:

- Although the number of personnelists and administrative support decreased at a faster rate than the served population, the OSD goal was not met. However, this did cause the servicing ratio to increase from 1:76 in FY10 to 1:78 in FY11. The number of Personnelist and administrative support decreased by 110 and 10 from FY10.

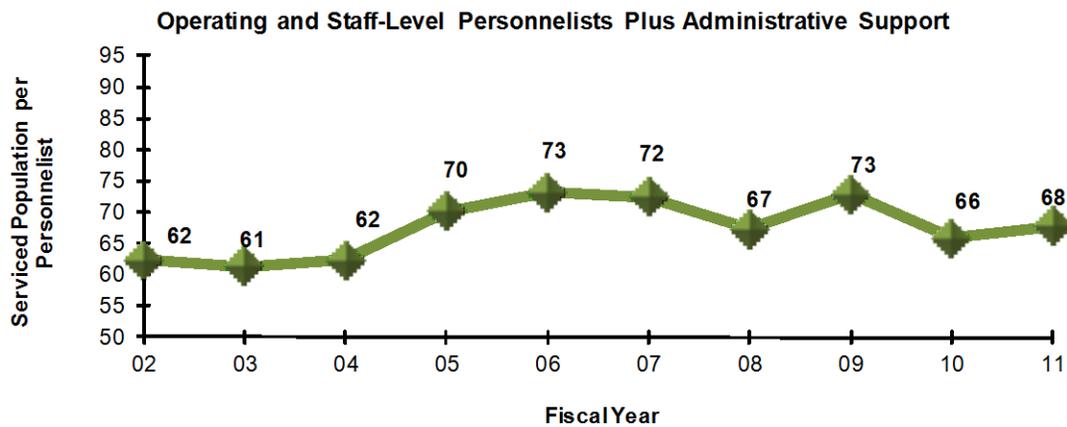
- "Operating-level" is identified as 201 series personnel in CPACs and regional processing centers. "Served population" is defined as military and civil function appropriated fund employees, including foreign nationals and non-Army employees, excluding National Guard Bureau (Title 32) employees.



1-3 SERVICING RATIO

Operating and Staff Level Personnelists Plus Administrative Support to Served Population

Objective: None Established



Source: CivPro.

Fiscal Year	02	03	04	05	06	07	08	09	10	11
Serviced Population	229,797	230,586	233,984	253,542	252,339	251,603	266,258	285,987	302,194	300,018
Operating Level (plus admin)	3,167	3,272	3,257	3,110	2,941	2,966	3,408	3,367	3,970	3,850
Staff Level (201 series only)	518	485	498	509	510	510	547	560	616	576
Totals	3,685	3,757	3,755	3,619	3,451	3,476	3,955	3,927	4,586	4,426

Analysis:

- In FY11 the number of staff level personnelists decreased to 576, as the operating level personnelists and administrative support decreased by 120. The serviced population also decreased; but more slowly, causing the service ratio to increase from 1:66 in FY10 to 1:68 in FY11.
- This indicator contains the most comprehensive definition of the Civilian Personnel work force. "Personnelist" is defined as employees in series 201. "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 Bureau (Title 32) employees.

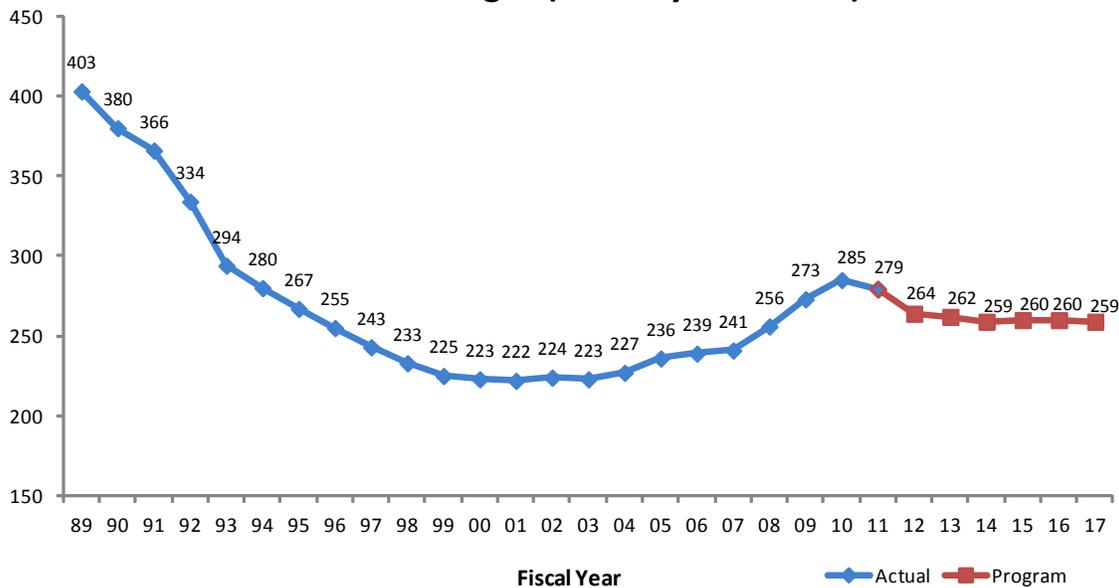


1-4 CIVILIAN STRENGTH

Objective: 270K for FY11

Assessment: Exceeded

Civilian Strength (Military Functions)



Source: SF113A Report and Supplements (Actual), program FY1213 President's Budget (Projected).

Analysis:

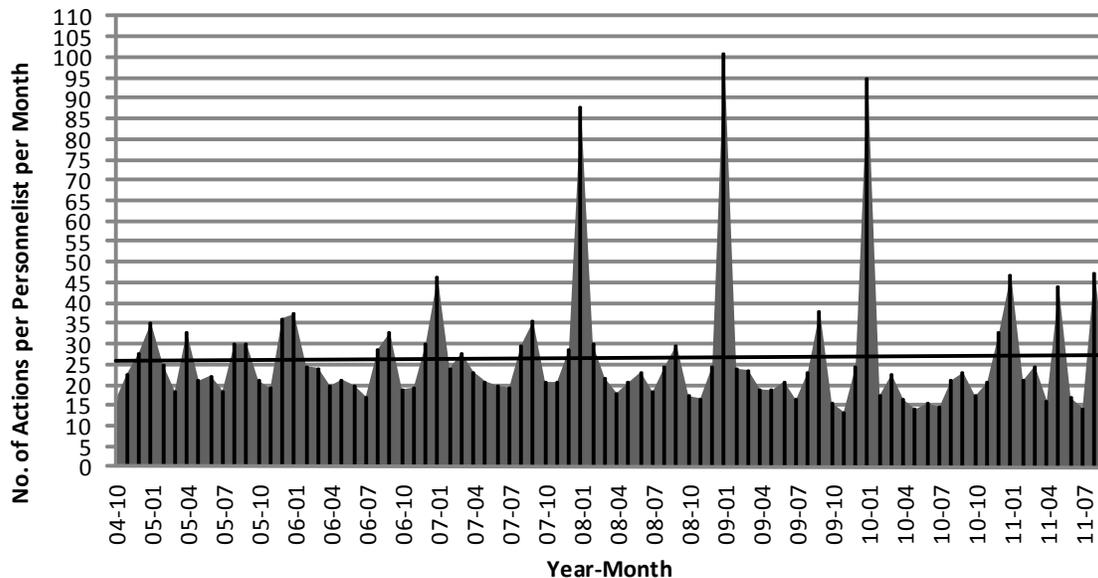
- The objective was exceeded primarily due to today's "Army at War". Increasing levels of military end-strength and heavy operational demands have led to greater reliance on the civilian workforce to provide essential, but non-military services and support. FY11 civilian strength, at 278,615 civilians, was over the target number (not shown on graph) of 270,292 civilians.
- Civilian strength is defined as appropriated function, military function only. Foreign nationals are included. Army National Guard Bureau (Title 32) are included. FY89-11 numbers represent on-board strength at the end of the fiscal year. FY12-17 numbers represent programmed strength, not full-time equivalents (FTEs).

See Appendix 1-4 for Command strength data.



1-5 PRODUCTION (U.S. CITIZEN) PER OPERATING-LEVEL PERSONNELIST

Objective: None Established



Source: CivPro.

Fiscal Year	05	06	07	08	09	10	11
Production Ratio	25.0	25.2	26.2	28.4	28.6	24.4	27.2

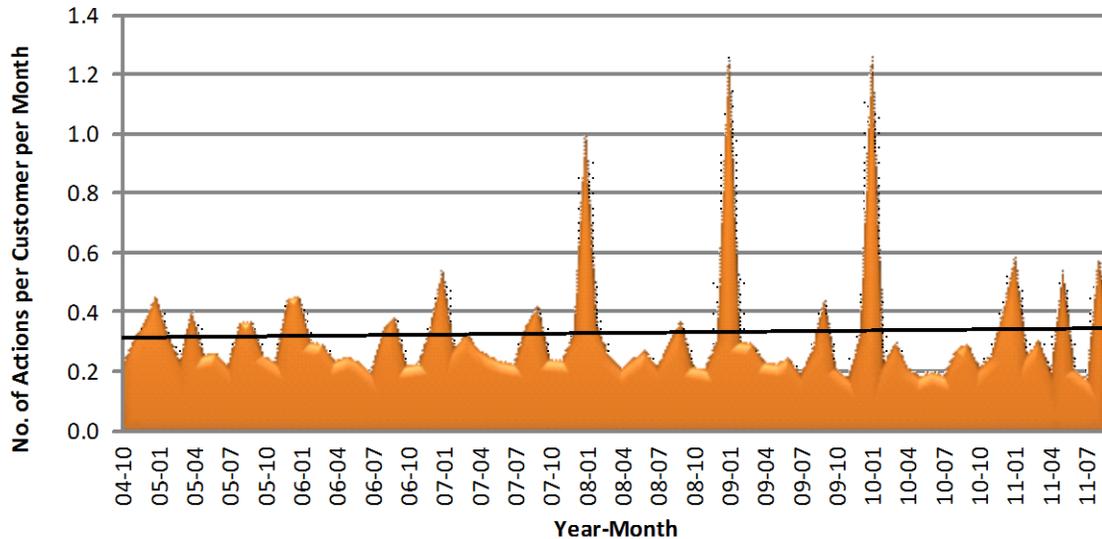
Analysis:

- In FY11 productivity per personnelist was 11% higher than in FY10. This was due primarily to the increase in actions and decrease in personnelists. The major historical monthly fluctuations were 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. FY11 returned to the earlier appraisals and awards schedule.
- 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 series 201. 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 PRODUCTION PER U.S. CITIZEN SERVICED CUSTOMER

Objective: None Established



Source: CivPro.

Fiscal Year	05	06	07	08	09	10	11
Production Ratio	0.32	0.30	0.31	0.34	0.35	0.33	0.34

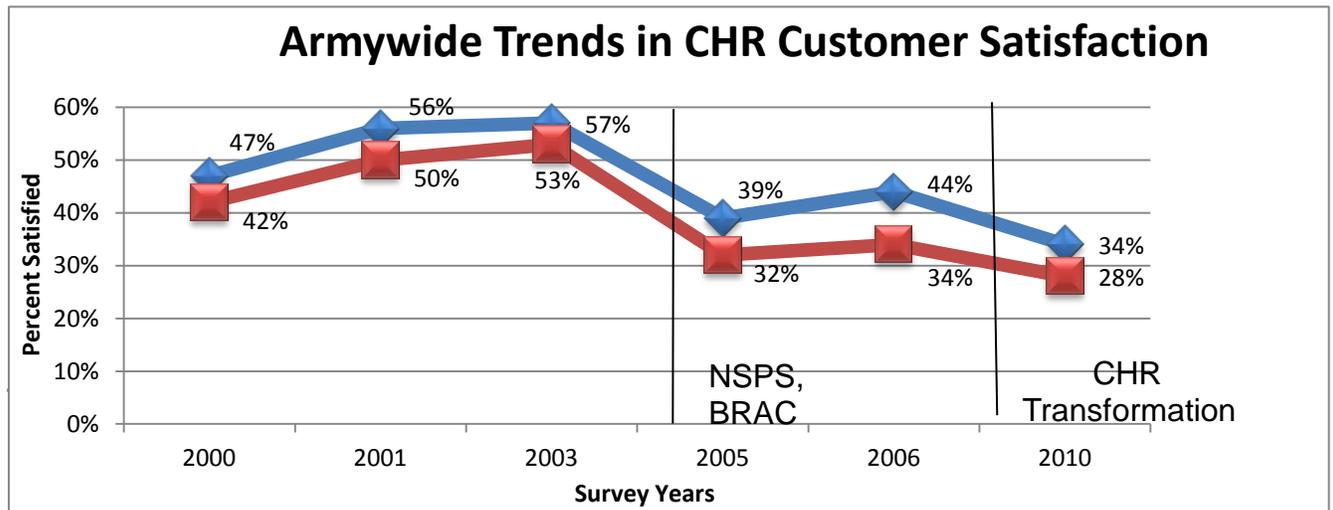
Analysis:

- In FY11 productivity per serviced customer was 3% higher than in FY10, reflecting an increase in the number of overall actions and serviced population. The major historical monthly fluctuations were 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. FY11 returned to the earlier appraisals and awards schedule.
- 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.

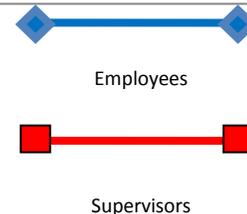


2-1 CHR SATISFACTION

2-1. Customer Satisfaction



Source: Army Civilian Attitude Survey



Analysis:

- Army's average of Customer Satisfaction with CHR was 34% for employees and 28% for supervisors. The FY10 Army Civilian Attitude Survey is the most recent administration.
- The following factors may have contributed to an overall reduction in CHR Customer Satisfaction:
 - The impact of BRAC and NSPS implementation initiatives with respect to CHR workload.
 - 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.

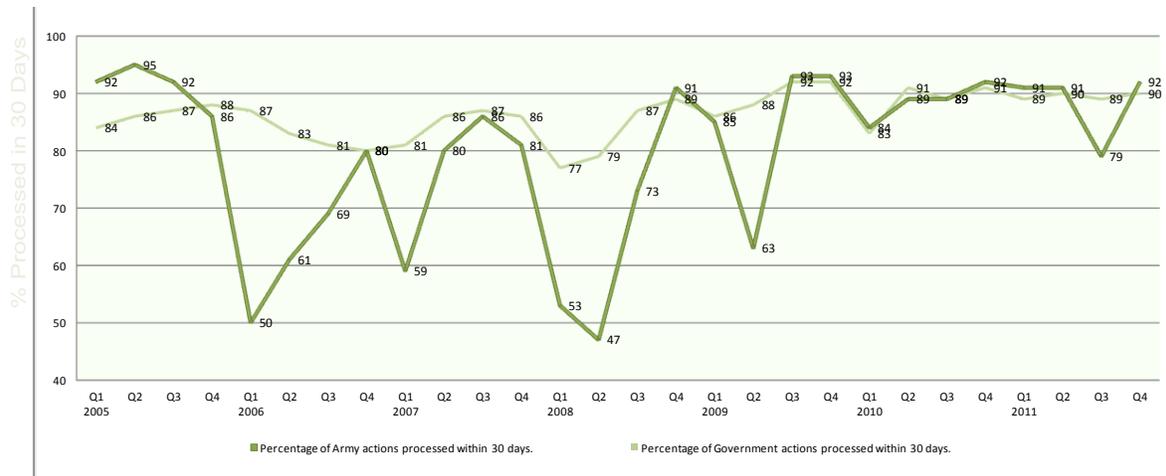
These declines have had a significant cumulative effect. Drops in satisfaction have invariably been followed by lesser degrees of recovery – with the effect of serious erosion in satisfaction over the long-term.



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 three years, Army has significantly improved its process and now exceeds the OPM standard.

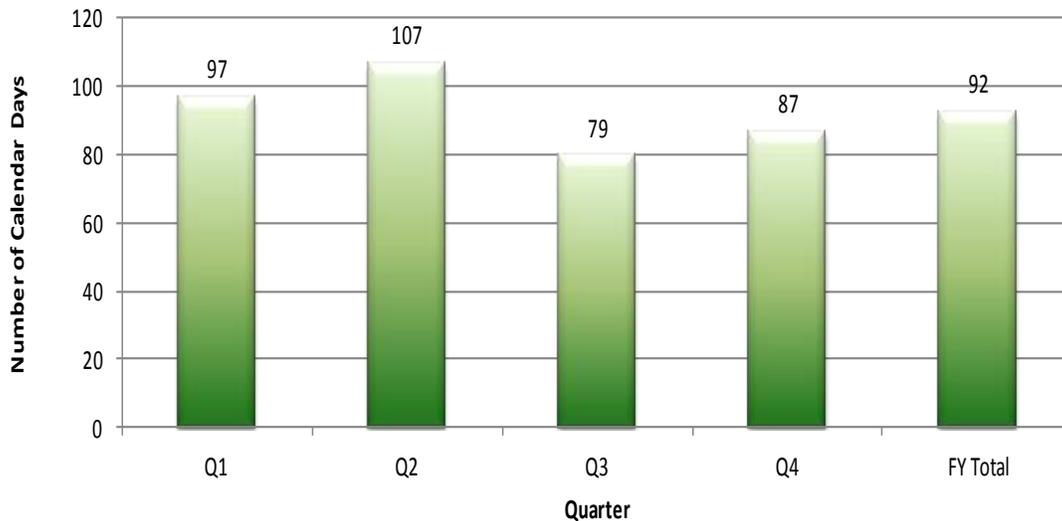
The figures above are based on the total number of retirement, death, and refund claims submitted by Army employees.



2-3 STAFFING TIMELINESS (EXTERNAL HIRES)

Objective: 101 Calendar Days

Assessment: Met



Source: Civilian Human Resources Agency

Analysis:

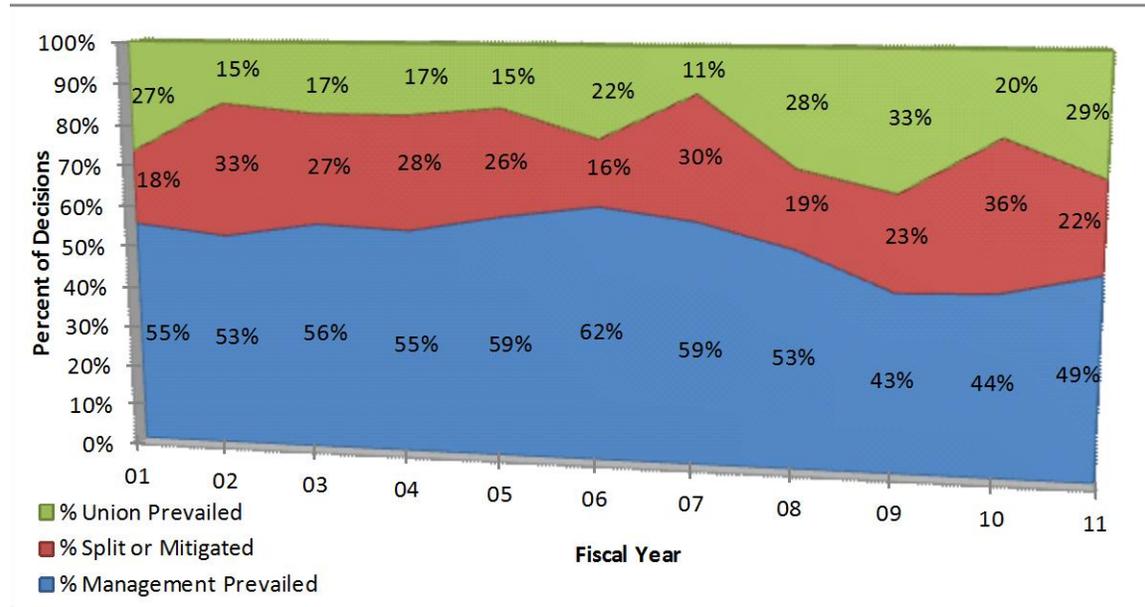
- Army met its objective of 101 calendar days from Initiation of the RPA to the Effective Date in FY11. The goal was to meet 101 days by the end of FY11 for all external hires. External hires are hires that are new to Army, with the exception of transfers from another DoD agency.
- The FY fill time is the weighted average of the four quarters.
- Per DoD guidance, all calculations are based on the following criteria:
 - BRAC Actions are excluded.
 - “Hold for Insourcing”, “Hold for 30 Day Suspension”, and Classification event time are all excluded.
 - “Trimmed Mean” approach is used. Under Trimmed Mean guidance, 95% of hiring actions are measured. The actions with the bottom 2.5% and top 2.5% fill time are treated as outliers.

See Appendix 2-3 for region breakout.



3-1 ARBITRATION DECISIONS

Objective: None Established



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

Number of Decisions

Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
Management Prevailed	24	58	48	29	27	28	36	17	13	20	20
Split or Mitigated	8	36	23	15	12	7	18	6	7	16	9
Union Prevailed	12	16	15	9	7	10	7	9	10	9	12
Totals	44	110	86	53	46	45	61	32	30	45	41

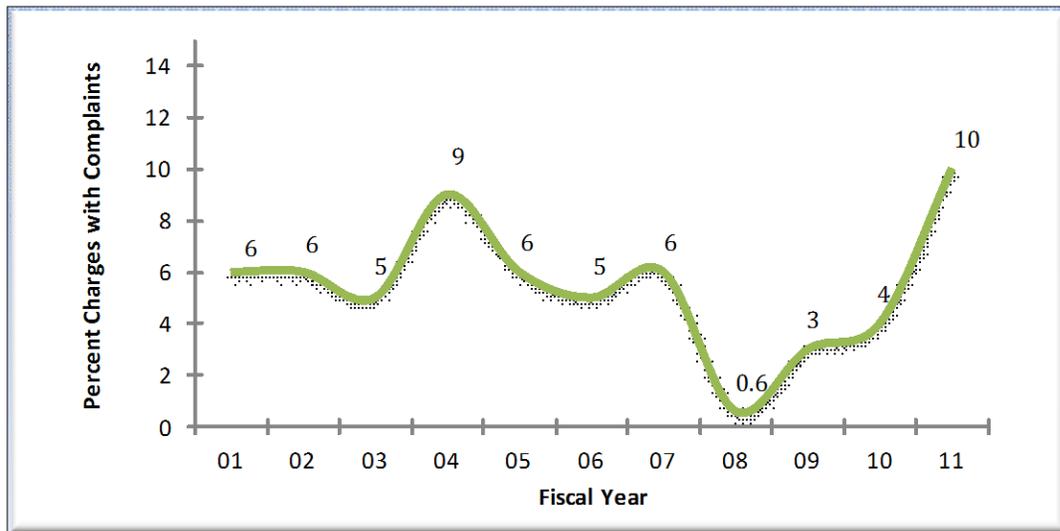
Analysis:

- In FY11 49% of the decisions favored management, 29% favored the union, and 22% were split or mitigated. Historically, management typically wins between 40% to 65% of the decisions.
- See Appendix 3-1 for FY11 Command data.



3-2 UNFAIR LABOR PRACTICES

Objective: None Established



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

Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
ULP Charges	365	340	287	239	263	255	233	166	167	277	254
Complaints Issued	23	20	14	22	15	13	14	1	5	11	26

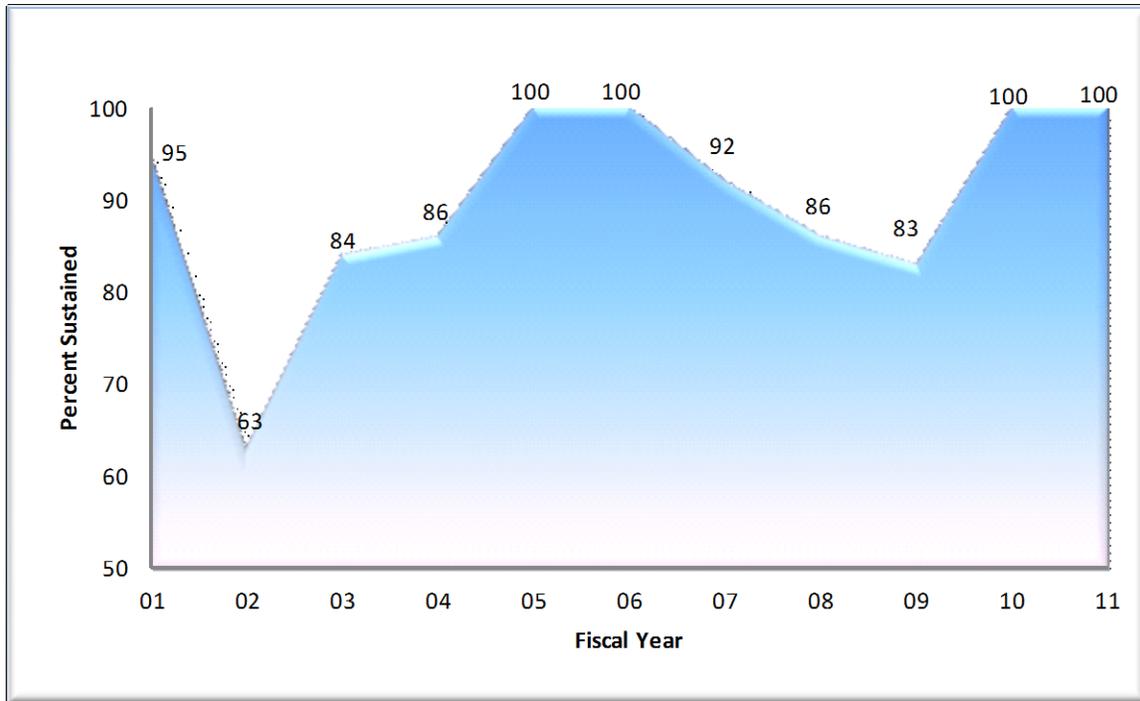
Analysis:

- The percent of ULP charges filed by unions for which complaints were issued by the FLRA increased by 6 percentage points in FY11. In FY11 the number of charges filed decreased by 23 and the number of complaints issued increased by 15. Installation Management Command, Army Materiel Command, Medical Command, Army Corps of Engineers, TRADOC, and HQDA accounted for 89% of the ULP charges in Army.
- See Appendix 3-2 for FY11 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

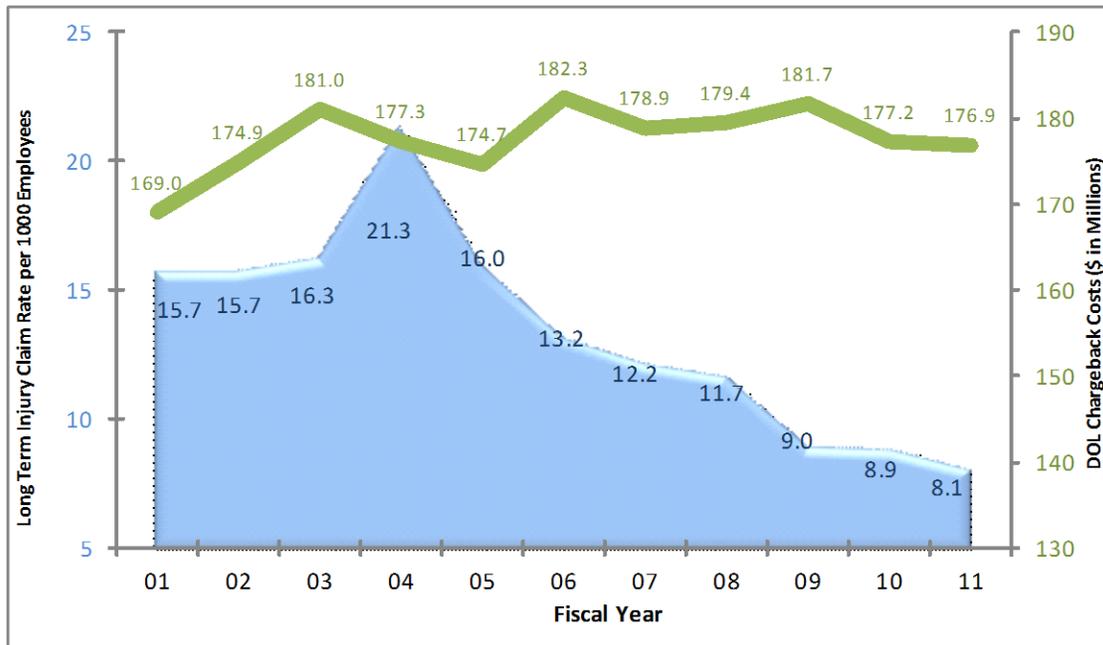
Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
Total Appeals	20	27	19	7	10	11	12	7	6	2	4
Sustained	19	17	16	6	10	11	11	6	5	2	4

ANALYSIS

Four adjudicated appeals were received in FY11. All four appeals were sustained. 100% of the adjudicated appeals received were sustained.



3-4 FEDERAL EMPLOYEES COMPENSATION ACT BENEFITS



SOURCE: CIVILIAN RESOURCE CONSERVATION INFORMATION SYSTEM AND DEPARTMENT OF LABOR ANNUAL CHARGEBACK BILLS

Analysis:

- The rate and total number of long-term workers compensation cases, excluding death and permanently disabled, continued to decline to 8.1 with 2,322 cases. The total cost of the program for FY11 was reduced to \$176,941,035 due to the notable drop in compensation paid. This was achieved while medical costs continued to rise.
- Residential training courses for Injury Compensation Program Administrators (ICPAs) were offered by CHRA in FY11. CPMS also created two on-line training classes for ICPAs at the beginner and intermediate levels. The Department of Labor began the Protecting Our Workers and Ensuring Reemployment (POWER) initiative in response to a Presidential Memorandum. The initiative assigned numeric goals for all federal agencies. Only two met the goals for FY11: Treasury and Army.
- The Army Program Manager presented a seminar at the Joint Army-Navy Public Health conference in Hampton, Virginia and taught "workers compensation" to incoming doctors and nurses at AMEDD in San Antonio, Texas.
- Two honors were received in FY11: The Program Manager was selected for the Army's PACE Award. The Army won the prestigious Theodore Roosevelt Award for the best workers compensation program in the federal government.

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	85.07%	\$ 107,291,772
Training	3.35%	\$ 4,093,005
Travel	11.68%	\$ 14,733,988
Army Wide	100%	\$ 126,118,767

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

ANALYSIS

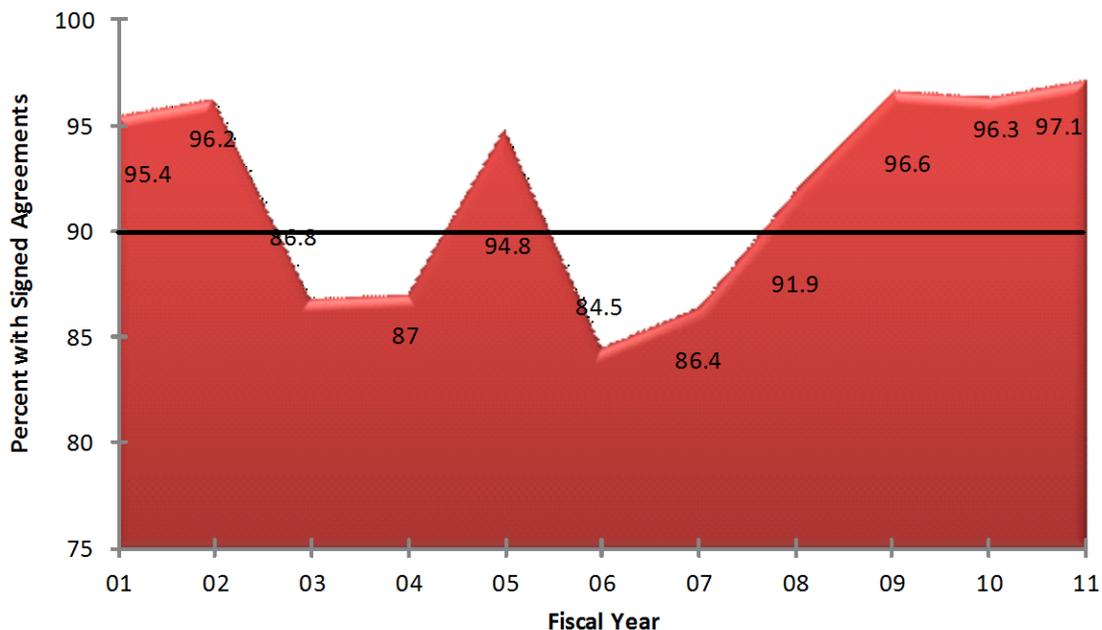
- In FY11, Army executed 100 percent of its ACTEDS intern dollars and its distributed work years.
- FY11 funds were executed centrally.



3-6 EMERGENCY ESSENTIAL EMPLOYEES WITH SIGNED AGREEMENTS

Objective: 90% with Signed Agreements

Assessment: Met



Source: HQ ACPERS.

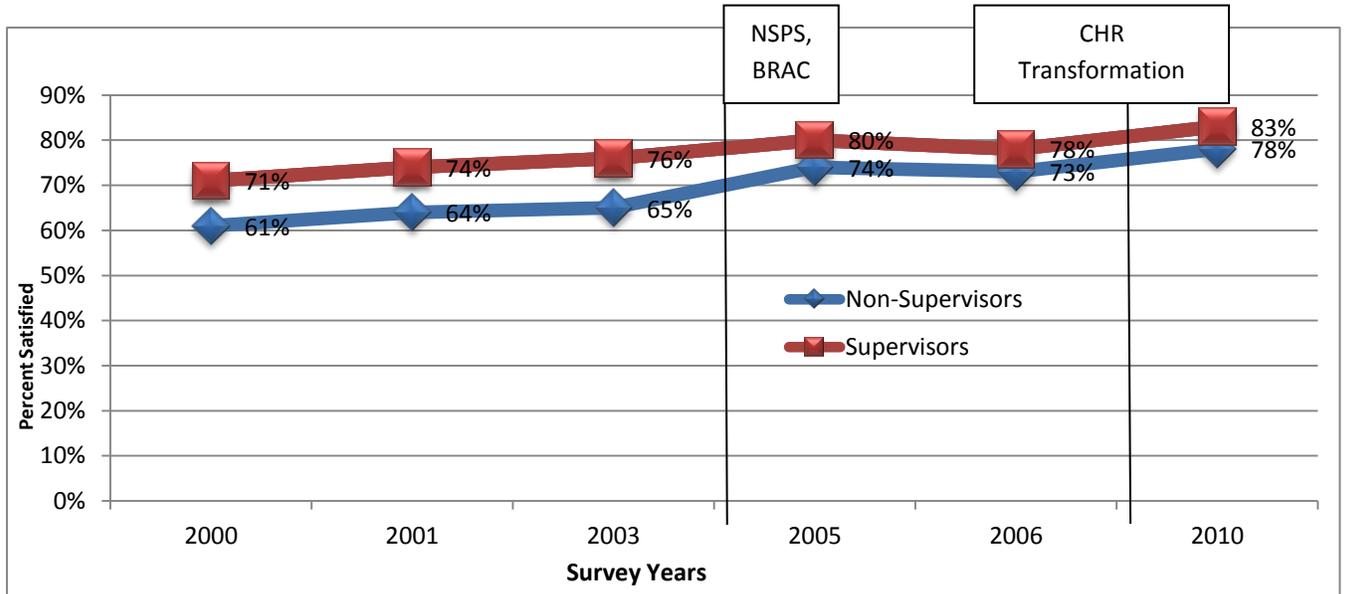
Analysis:

- 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 FY11, 136 of 960 EE employees (14 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 five 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%: USAREUR, USARPAC, and HQDA (Joint Services & DOD Activities).



4-1 ARMY-WIDE JOB SATISFACTION TRENDS



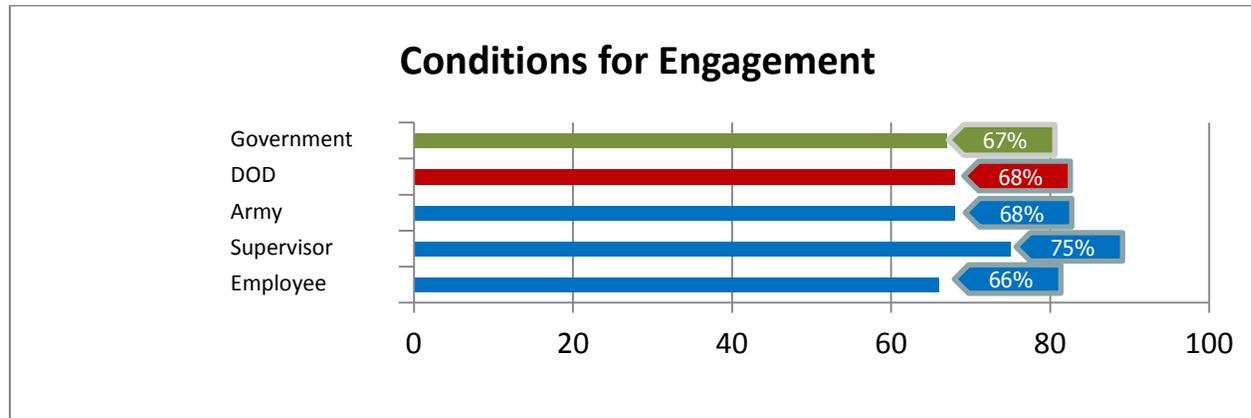
Source: Army Civilian Attitude Survey

Analysis:

- Army's average of Job Satisfaction was high; 78% for non-supervisors and 83% for supervisors. The FY10 Army Civilian Attitude Survey is the most recent administration.
- External events, including NSPS, 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 WORKFORCE ENGAGEMENT



Source: Federal Employee Viewpoint Survey & Army Civilian Attitude Survey

Analysis:

- Army's average on the Army Civilian Attitude Survey of 68 percent was the same as DOD and higher than the Government-wide average of 67 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 Army employees are engaged at 66 percent. Government-wide employees (both supervisors and employees) were engaged at 67%.
- 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 "job satisfaction", survey items that asked respondents "how satisfied" 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 items:

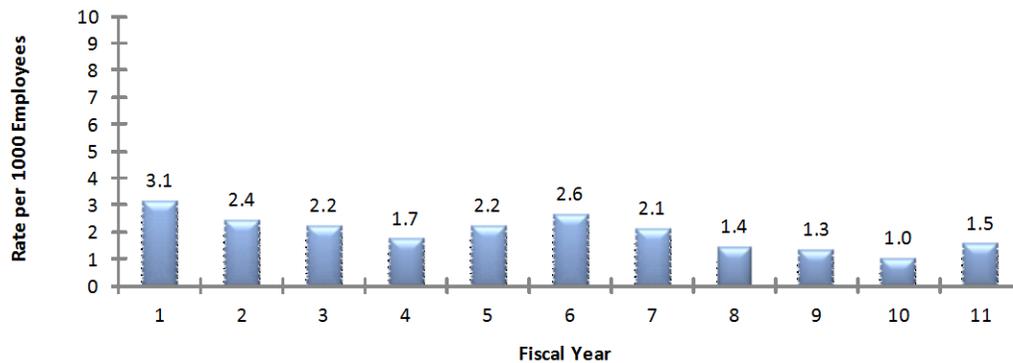
- I feel encouraged to come up with new and better ways of doing things.
- My Work gives me a feeling of personal accomplishment
- I know what is expected of me on the job.
- My talents are used well in the workplace.
- Supervisors/team leaders in my work unit support employee development.
- My supervisor/team 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 NUMBER OF FORMAL GRIEVANCES

Under Administrative Procedures

Objective: None Established



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

Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
No. Grievances	249	211	187	146	195	230	186	132	131	114	164
No. Non-BU Employees	81,605	86,757	85,930	86,954	88,375	87,636	87,256	92,007	102,149	109,072	109,489

Analysis:

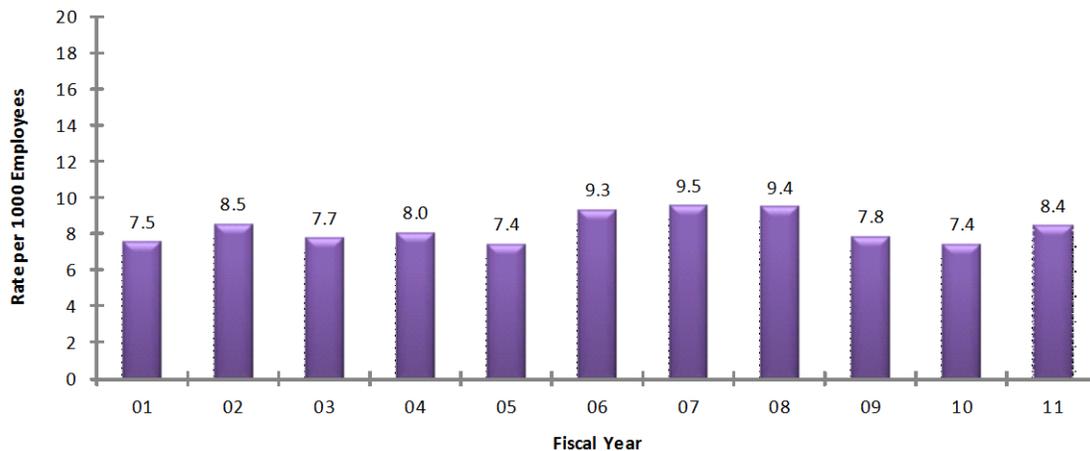
- The FY11 rate was 1.5. The number of formal grievances under administrative grievance procedures increased by 50. This year's rate is .5 per 1000 employees higher than FY10.
- See Appendix 4-3 for FY11 Command data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.



4-4 NUMBER OF FORMAL GRIEVANCES

Under Union Negotiated Procedures

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	01	02	03	04	05	06	07	08	09	10	11
No. Grievances	855	951	866	925	902	1,146	1,187	1,261	1,108	1,106	1,216
No. BU Employees	113,902	112,215	122,261	115,408	121,582	123,361	124,500	133,594	142,109	150,153	144,725

Analysis:

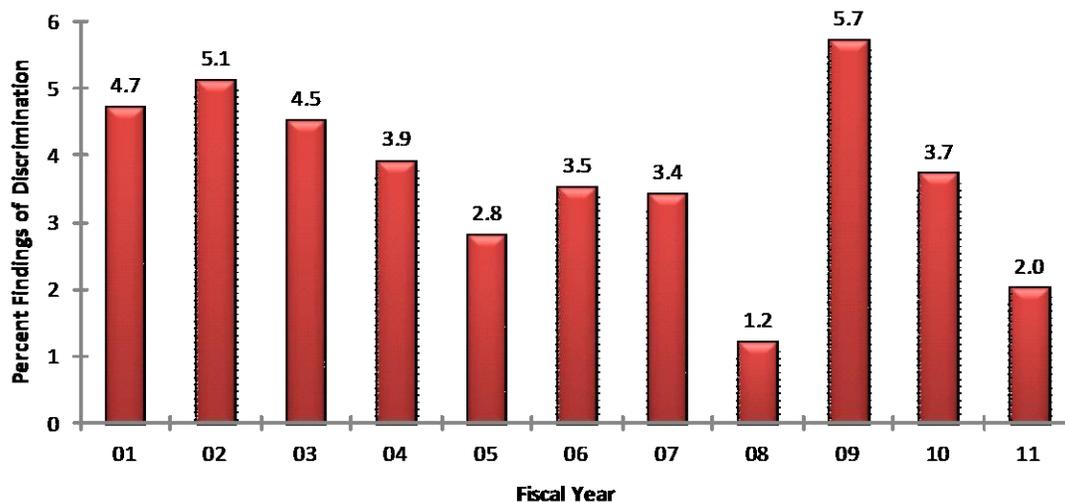
- In FY11, the rate of grievances was 8.4. This rate is 1 per 1000 employees higher than FY10.
- See Appendix 4-4 for FY11 Command data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.



4-5 EEO COMPLAINTS

Findings of Discrimination

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	01	02	03	04	05	06	07	08	09	10	11
No. Formal Complaints Filed	1139	1124	1069	1002	1153	1181	1179	1216	1207	1320	1279
No. to EEOCCR	596	489	398	436	361	433	355	335	335	356	351
No. Findings of Discrimination	28	25	18	17	10	15	12	4	19	13	7

Analysis:

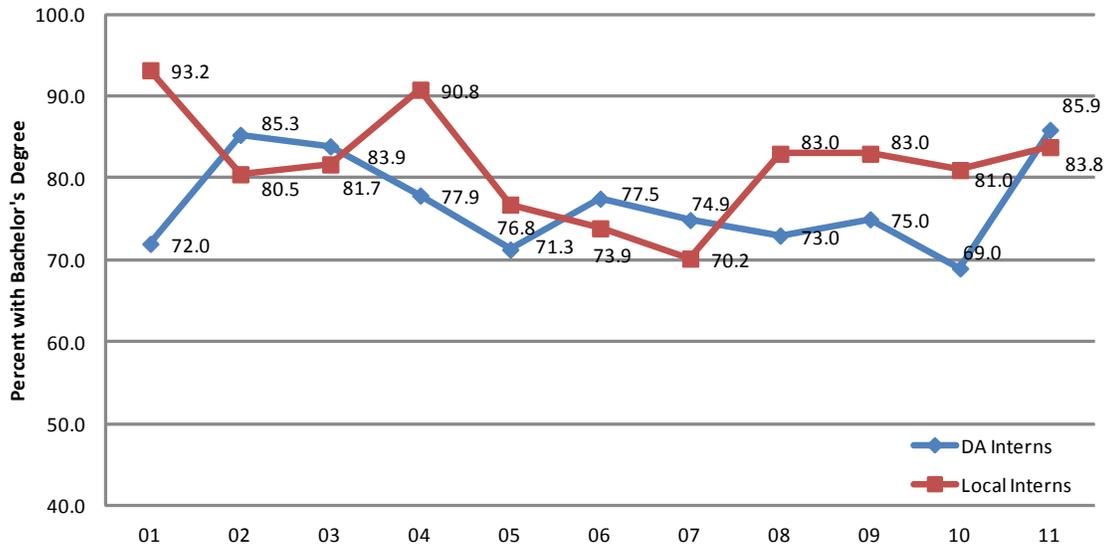
Most complaints are dismissed, withdrawn, or settled before reaching EEO Compliance & Complaints Review (EEOCCR). The number and percentage of findings declined further in FY11 from the recent high established in FY09. Overall, findings of discrimination continue to be extremely rare Army-wide. A determination that an employee was retaliated against by management for prior participation in the EEO complaint process remained the most common reason for a finding, occurring in 4 of the 7 cases in which discrimination was found to have occurred.



5-1 NEW INTERNS – EDUCATION LEVEL

Objective: None Established

Education Level by Type of Trainee



Source: PECP-CHT-TM & PECP-CHP

Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
DA Interns											
With Degree	546	133	867	441	654	717	556	775	945	363	717
Without Degree	212	23	166	125	263	208	186	288	312	166	118
Local Interns											
With Degree	96	314	295	485	460	326	177	350	423	426	238
Without Degree	7	76	66	49	139	115	75	74	87	103	46

FY10 data requested but not provided.

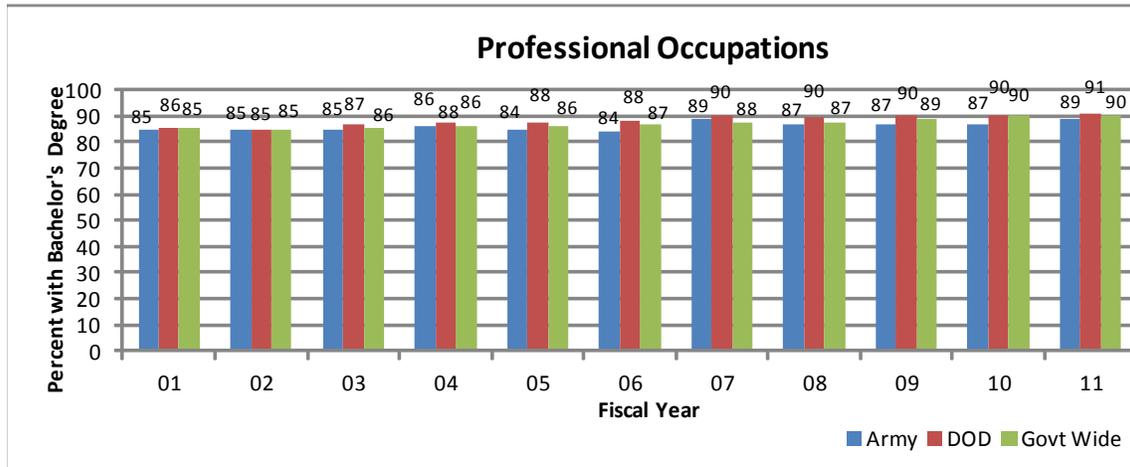
Analysis:

- FY11 data shows a 57.8% increase in the number of DA interns hired compared with FY10. The number of DA interns with a bachelor's degree or higher was 717 (85.9%).
- FY11 data shows a 46.3% decrease in the number of local interns hired compared with FY10. The number of local interns with a bachelor's degree or higher was 238 (83.8%).

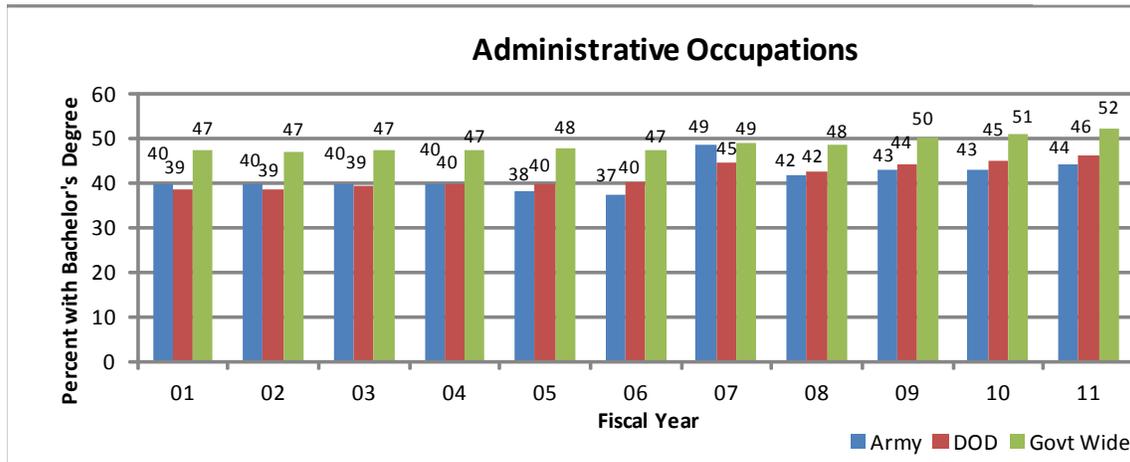


5-2 WORKFORCE – EDUCATION LEVEL BY PATCO

Objective: None Established

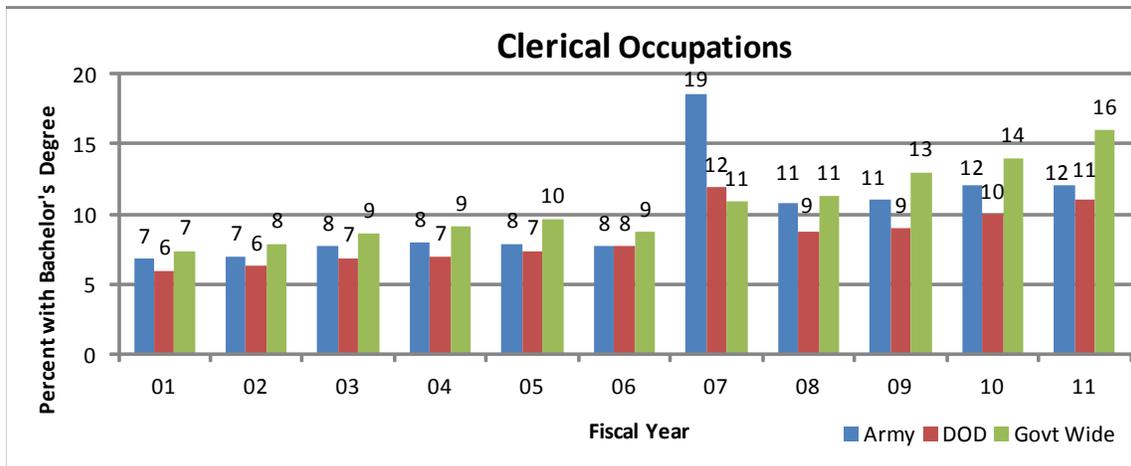
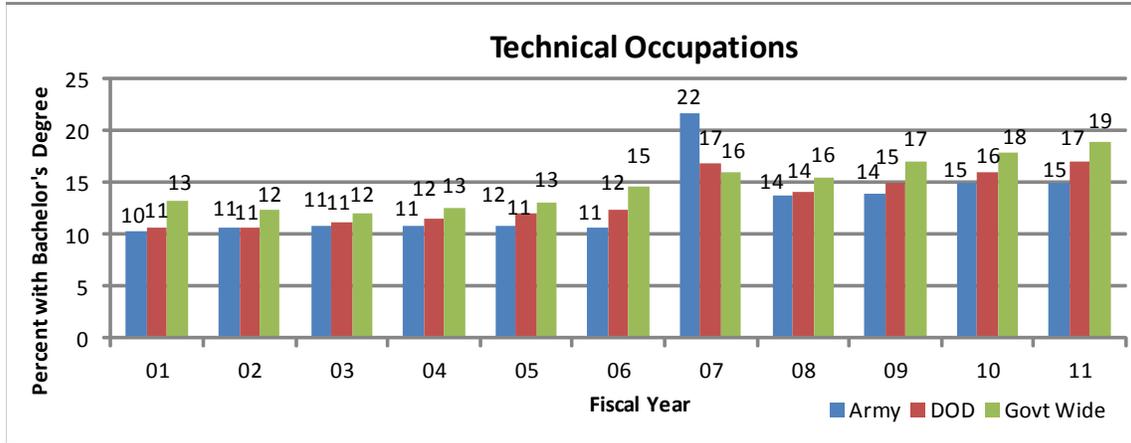


Source: Office of Personnel Management.



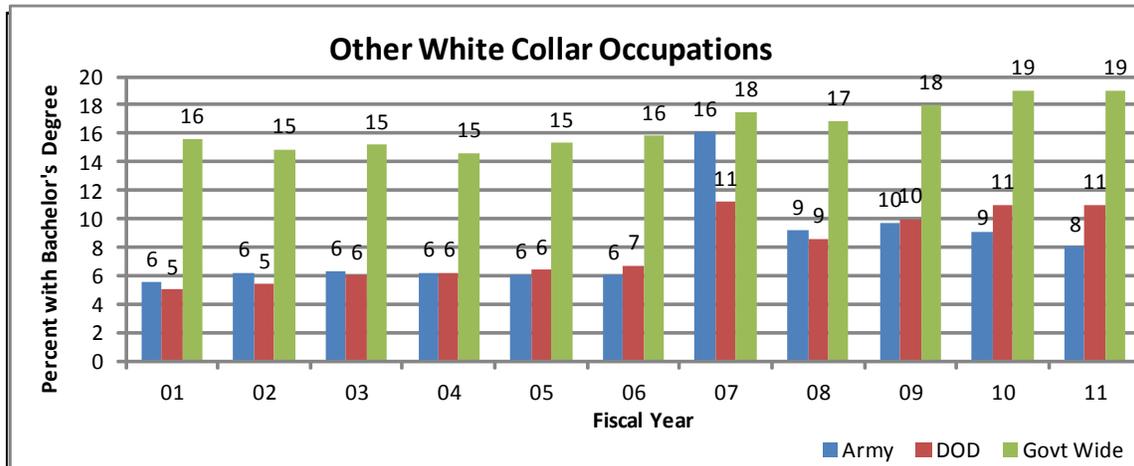


5-2 CONTINUED





5-2 CONTINUED



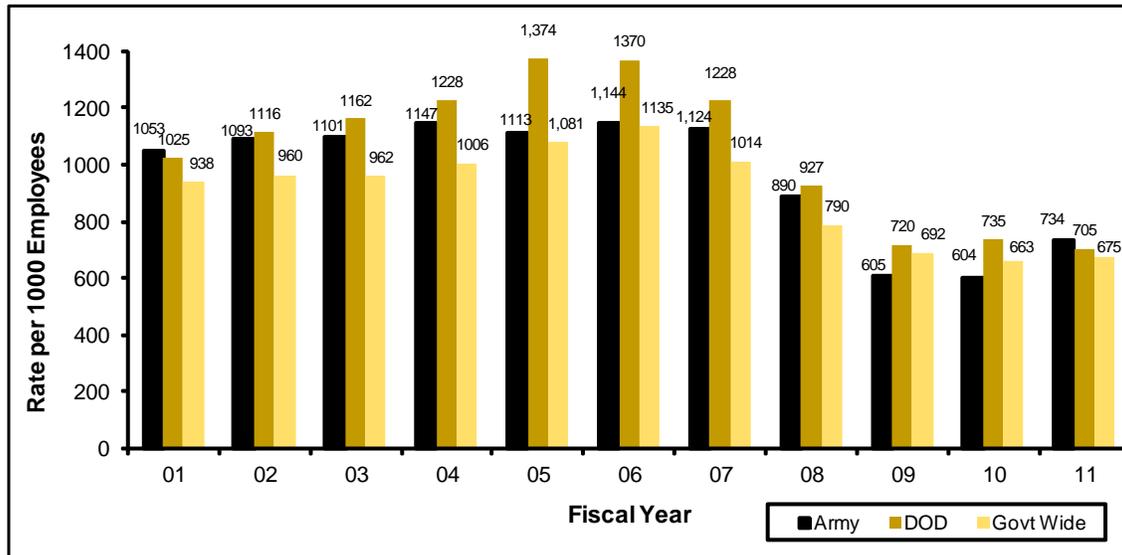
Analysis:

- 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 89.1% in FY11. The FY11 Army percent with college degrees is up 2 percentage points from last year.
- For administrative occupations, the Army percent with college degrees was historically around 40% until FY07 when it increased and then returned to slightly above previous year levels. The percents are up for Army, DOD, and Government-wide in FY11.
- 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 and DOD percents are higher than Army. A similar pattern 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 DOD, and Government-wide. Army went down in FY10 and FY11 to 9% and 8%. The Government-wide percent is significantly higher than Army and DOD at 19%.
- 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

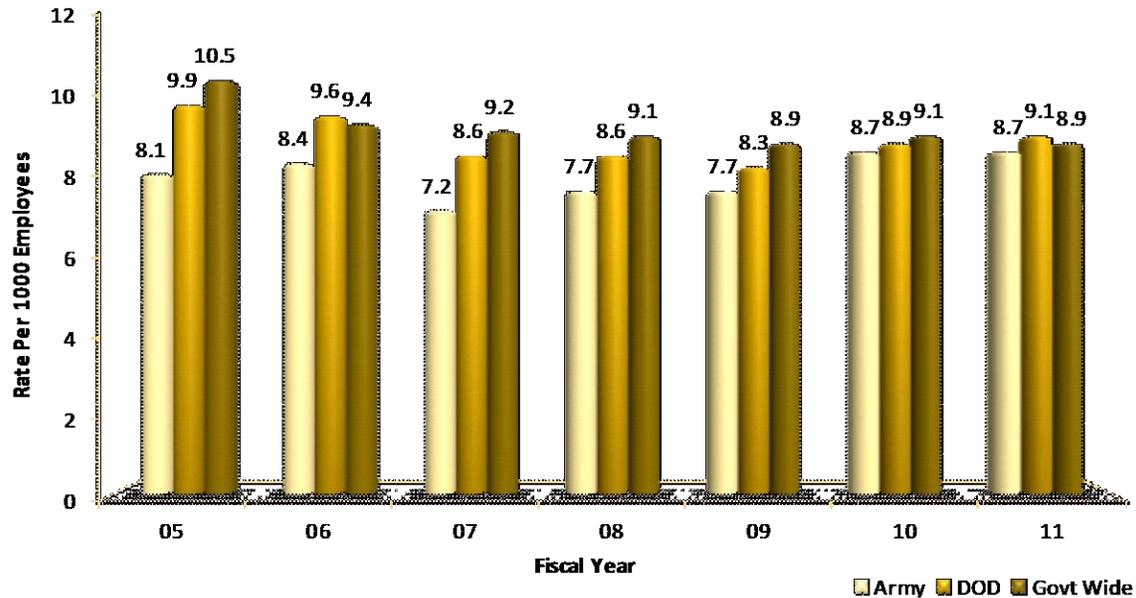
Analysis:

- 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. Fiscal constraints continued this trend through FY10. In FY11, Army's rate increased over the DOD and Government-Wide rates.
- 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 FY11 Command data.



5-4 DISCIPLINARY/ADVERSE ACTIONS

Objective: None Established



Source: Office of Personnel Management.

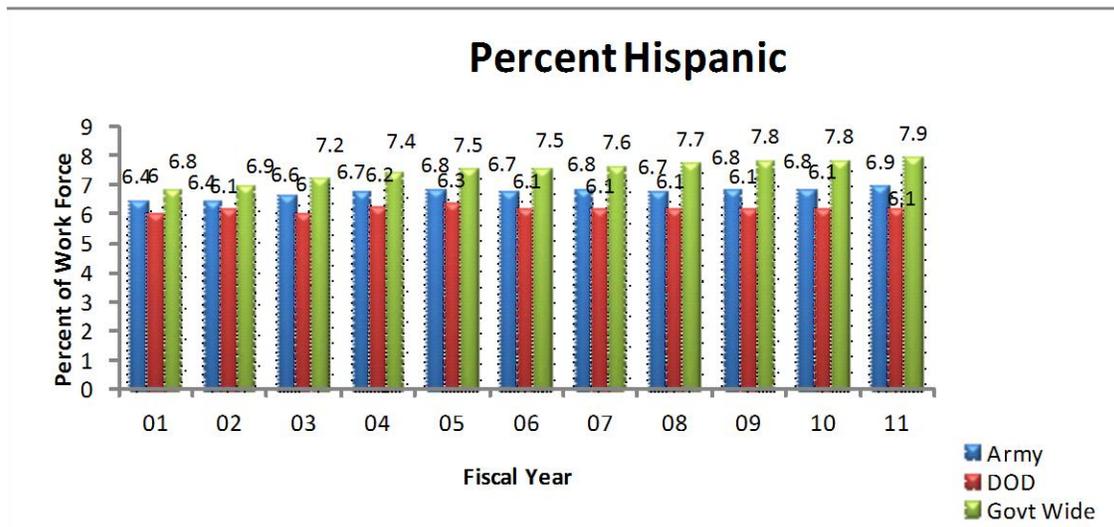
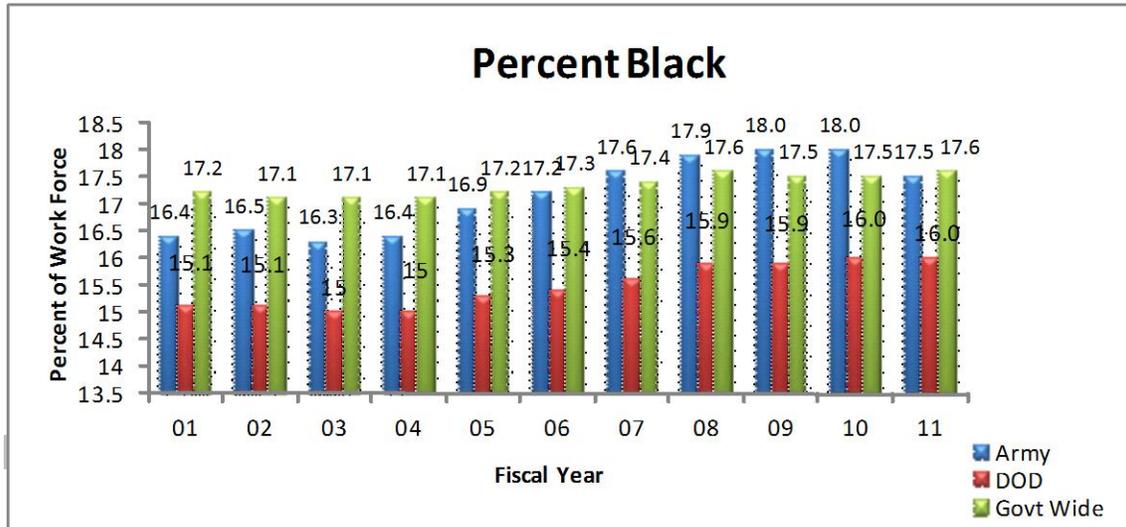
Analysis:

- Army's rate of disciplinary/adverse actions per 1,000 employees continues to be lower than the DOD and Government-wide rates through FY11.
- 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 FY11 Command data.



6-1 RNO/ERI BREAKOUT OF WORKFORCE

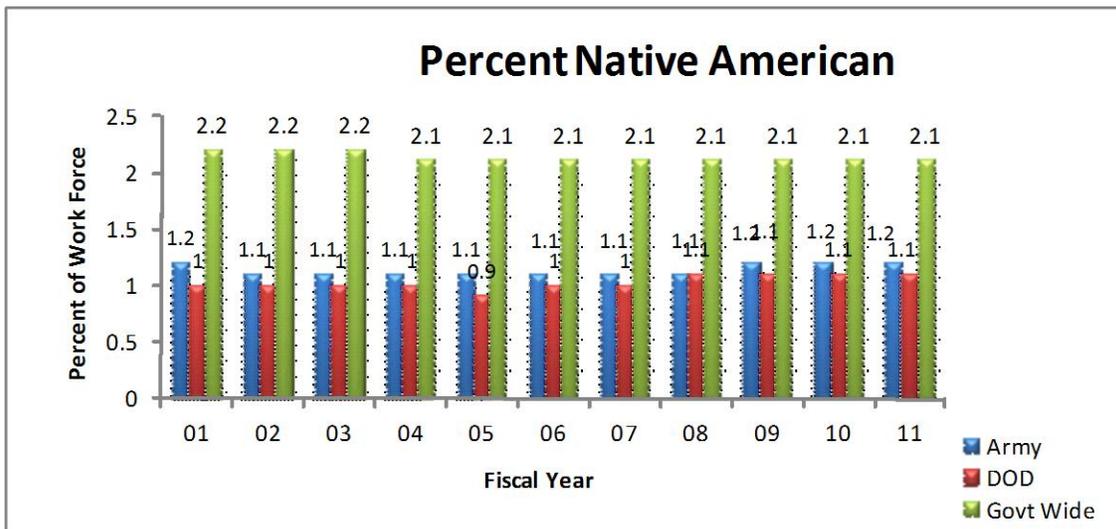
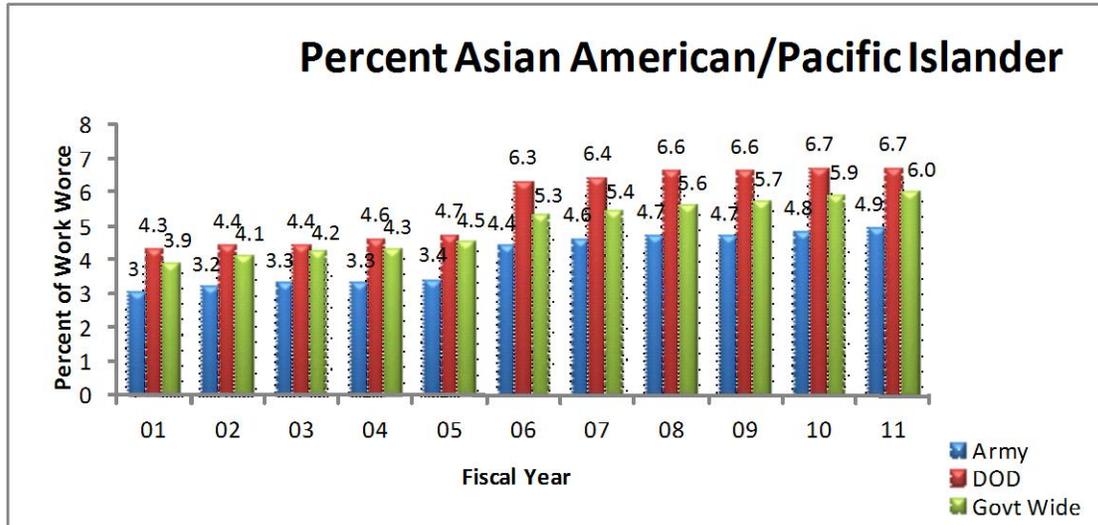
Objective: None Established

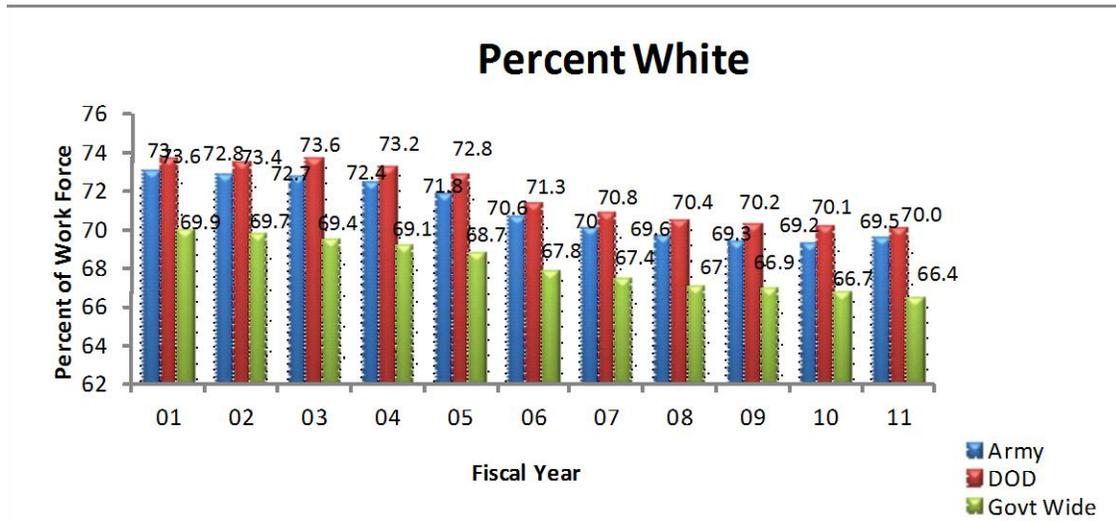


SOURCE OFFICE OF PERSONNEL MANAGEMENT



6-1 CONTINUED





Prior to January 1, 2006, agencies collected race and national origin (RNO - American Indian or Alaskan Native, Asian or Pacific Islander, Black not of Hispanic Origin; Hispanic; White not of Hispanic Origin) information from employees. Beginning January 1, 2006, agencies are collecting ethnicity and race indicator information (ERI - American Indian/Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Black or African American, Hispanic or Latino, Two or More Races, White). This report uses OPM's bridging methodology to convert ERI to RNO to perform trend and historical analysis.

Analysis:

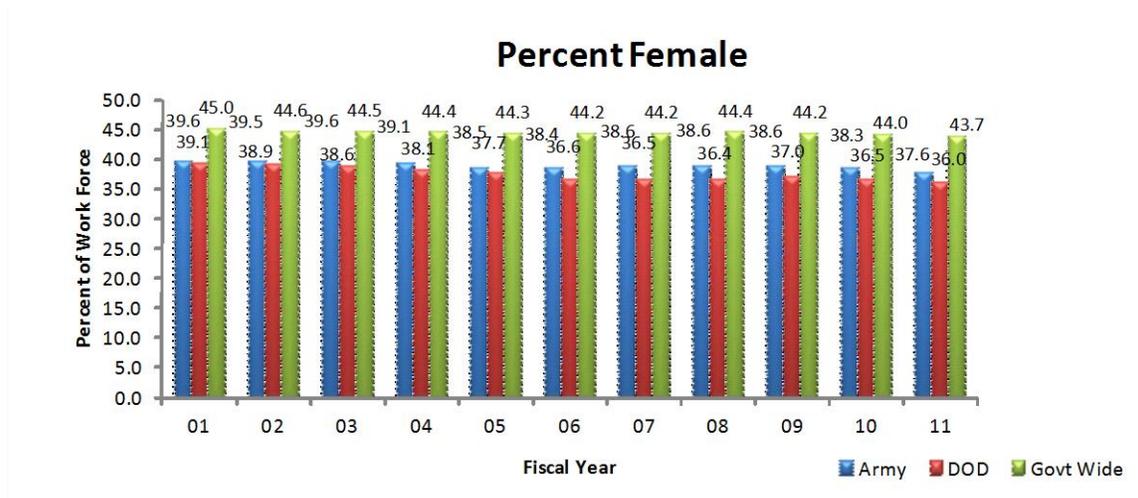
- Army's percentage of minorities increased from FY01 through FY10.
- The population of Black employees in Army has increased slightly since FY03. In FY11 it went down.
- The population of Hispanic employees in Army has remained relatively consistent over the past few years. It has remained higher than 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 FY11 it was rising in Army.
- The population of Native Americans has remained relatively constant. This is approximately the same as DOD and lower than the Government-wide rates.

See Appendix 6-1 for raw data and explanation of the terms "Army," "DOD," and "Govt Wide".



6-2 FEMALE REPRESENTATION

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

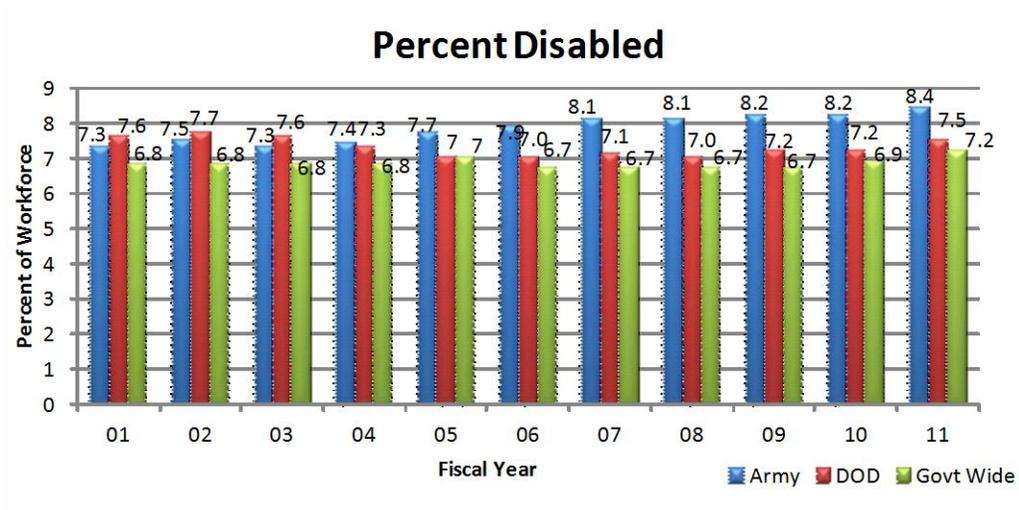
- Army's percentage of female employees in FY11 decreased to 37.6% from 38.3%.
- Compared to government overall, Army had a smaller percentage of female employees (37.6% vs. 43.7%) for FY11.

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



6-3 INDIVIDUALS WITH DISABILITIES

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Analysis:

- Army's FY11 (8.4%) percentage of disabled employees is slightly higher than previous years.
- "Disabled" is defined as HQ ACPERS Handicap Codes 06 through 94.

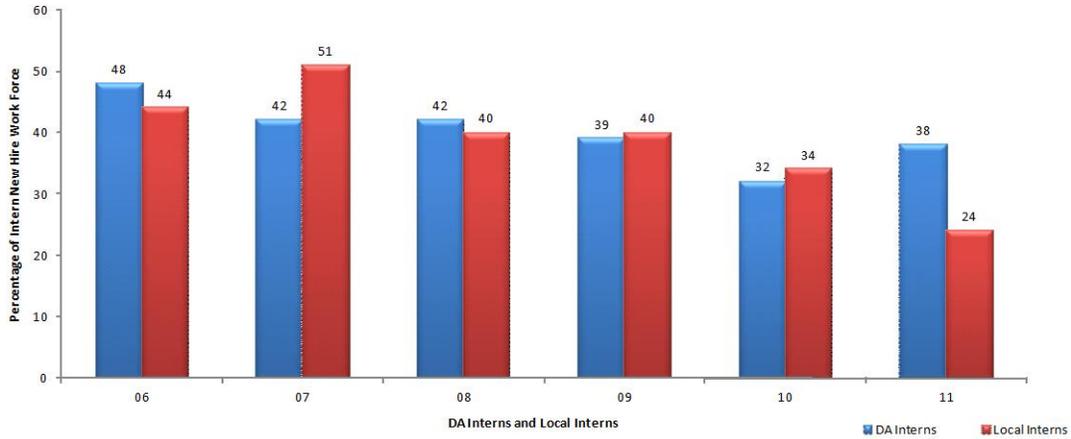
See Appendix 6-3 for raw data and explanation of the terms "Army," "DOD," and "Govt-wide."



6-4 FEMALE DA INTERNS AND LOCAL INTERN NEW HIRES

Objective: None Established

Percent Females



Source: PECP-CHT-TM & PECP-CHP

Number of Females

Fiscal Year	06	07	08	09	10	11
DA Interns	440	313	448	486	168	317
Local Interns	194	128	169	202	181	68

Percentage of Females

Fiscal Year	06	07	08	09	10	11
DA Interns	48	42	42	39	32	38
Local Interns	44	51	40	40	34	24

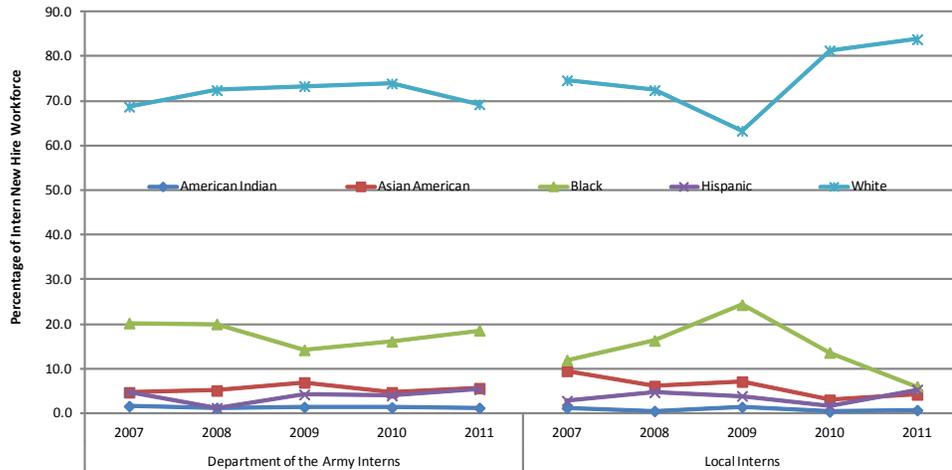
Analysis:

- Army's percentage of female DA Interns increased from 32 to 38% in FY11.
- Army's percentage of female Local Interns decreased from 34 to 24% in FY11.



6-5 RNO/ERI BREAKOUT OF DA AND LOCAL INTERN NEW HIRES

Objective: None Established



Source: PECP-CHT-TM & PECP-CHP

Ethnicity & Race Indicator	DA Interns	Local Interns								
	07	08	09	10	11	07	08	09	10	11
American Indian/Alaskan Native	12	13	17	7	10	3	2	7	2	2
Asian/Pacific Islander	35	54	87	25	47	24	26	36	16	12
Black	150	213	178	85	155	30	69	124	72	17
Hispanic	35	13	53	21	45	7	20	20	9	15
White	510	770	922	391	578	188	307	323	430	238
Total	742	1063	1257	529	835	252	424	510	529	284

Prior to January 1, 2006, agencies collected Race and National Origin information (RNO - American Indian or Alaskan Native, Asian or Pacific Islander, Black not of Hispanic Origin; Hispanic, White not of Hispanic Origin) from employees. Beginning January 1, 2006, agencies collected Ethnicity and Race Indicator information (ERI - American Indian/Alaska Native, Asian, Native Hawaiian/Other Pacific Islander, Black or African American, Hispanic or Latino, Two or More Races, White). This report uses OPM's bridging methodology to convert ERI to RNO to perform trend and historical analysis.

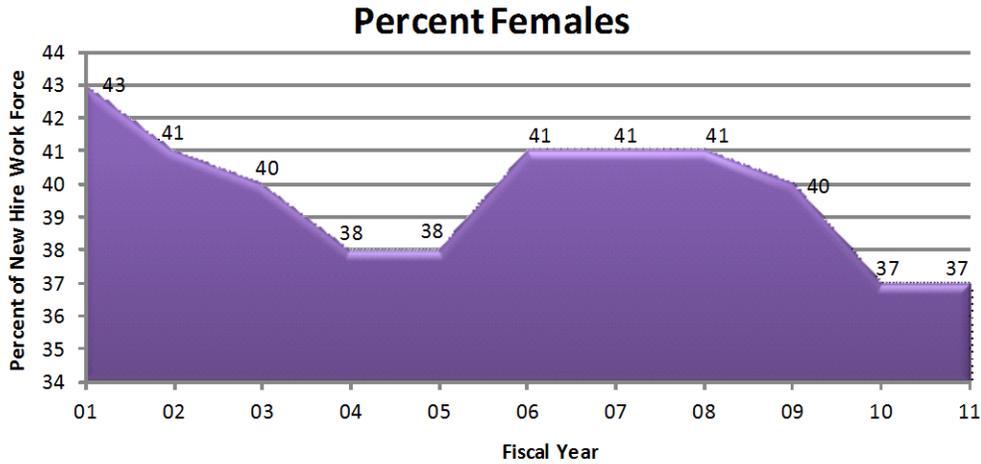
Analysis:

- In FY11, RNO/ERI percentage of DA Interns minority new hires was higher than FY10.
- In FY11, the RNO/ERI percentage of local intern minority new hires was lower for Blacks and higher for Asians, Hispanics, and American Indians/Alaskan Native than FY10. Overall, minority local intern hiring was lower.



6-6 REPRESENTATION OF NEW HIRE FEMALES

Objective: None Established



SOURCE: OFFICE OF PERSONNEL MANAGEMENT

Number of New Hires

Fiscal Year	01	02	03	04	05	06	07	08	09	10	11
Female	9,782	10,165	10,139	11,653	13,147	10,878	10,877	16,250	19,071	15,968	12,422
Male	12,945	14,933	15,305	18,716	21,214	15,801	15,526	23,649	28,317	27,692	21,231
Total	22,727	25,098	25,444	30,369	34,361	26,679	26,403	39,899	47,388	43,660	33,653

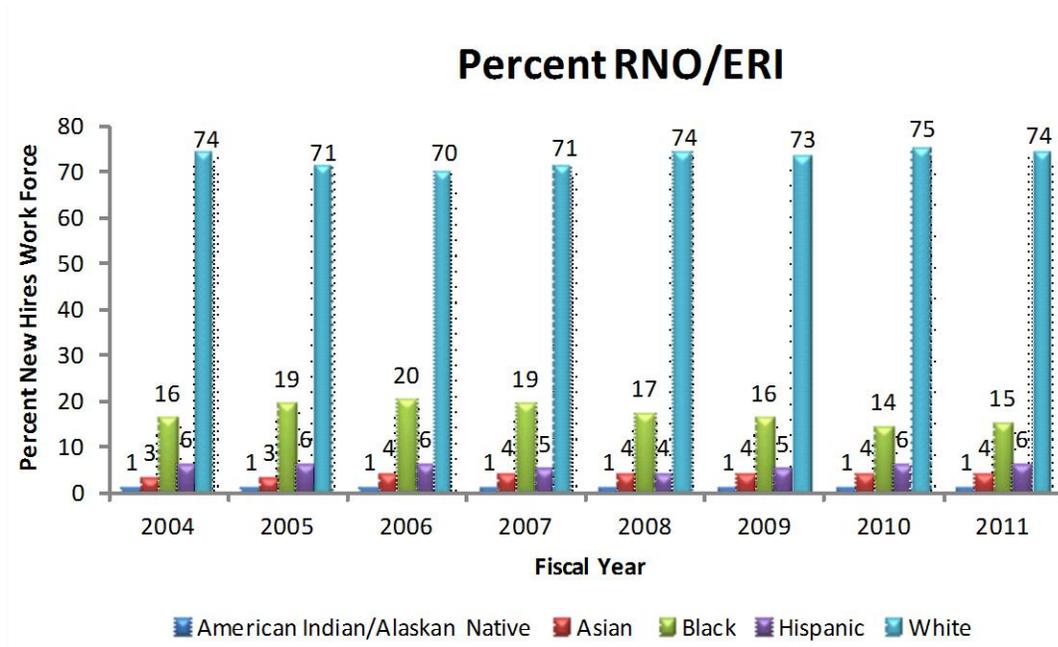
Analysis:

Army's percentage of FY11 female new hires (37%) remained at three percentage points 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	04	05	06	07	08	09	10	11
American Indian/Alaskan Native	238	203	258	332	312	641	438	321
Asian/Pacific Islander	984	1,021	905	1,049	1,514	2,128	1,789	1,507
Black	4,650	6,048	5,009	4,662	6,642	7,721	6,088	4,930
Hispanic	1,840	2,062	1,508	1,311	1,765	2,505	2,413	1,853
White	21,774	23,321	17,935	17,575	29,661	34,366	32,931	25,041
Total	29,486	32,655	25,615	24,929	39,894	47,361	43,659	33,652

Analysis:

- Compared to FY10, Army's percentage of minority hiring in FY11 increased by 1 percentage point.
- Within minority groups, Black new hires increased. Hispanic, American Indian/Alaskan Native, and Asian American/Pacific Islander new hires remained constant.

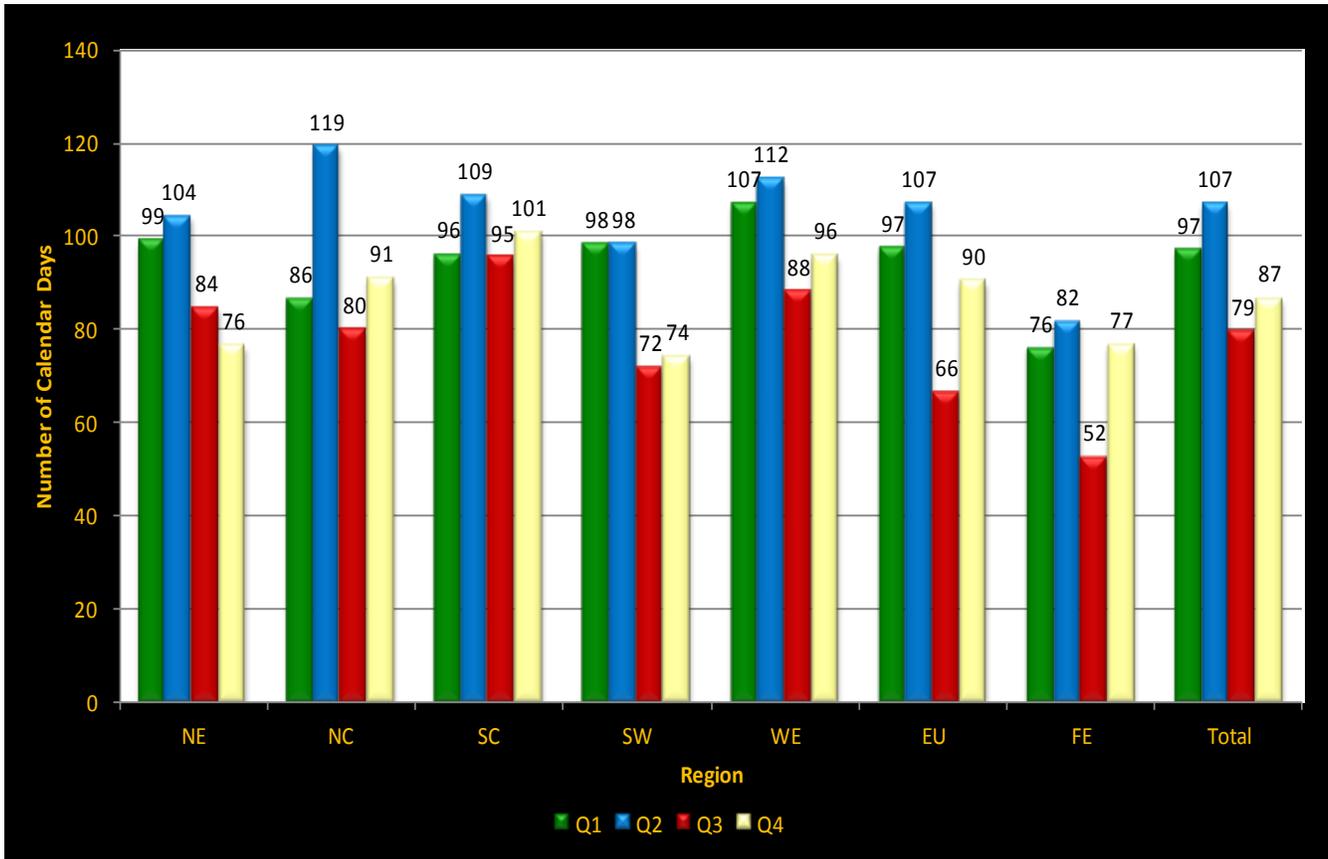
1-4
Civilian Strength

Command Data for FY11

CMD Code	Command	Military Function				Civil/Cem Function	AF Total	NAF	Grand Total
		US Direct Hire	FN Direct Hire	FN Indirect Hire	TOTAL				
A1	US Army Africa	167	4	0	171		171		171
AA	US Army Accessions Command	2924	0	0	2924		2924		2924
AE	USA Acquisition Support CMD	5375	0	0	5375		5375		5375
AP	Military Entrance Processing Command	2284	0	0	2284		2284		2284
AS	USA Intelligence & Security CMD	3239	110	97	3446		3446		3446
AT	USA Test and Evaluation CMD	4247	0	0	4247		4247	2	4249
BA	USA Installation Management CMD	35730	3466	4870	44066		44066	24676	68742
CB	USA Criminal Investigations CMD	800	24	24	848		848		848
CE	USA Corps of Engineers	11891	257	264	12412	24697	37109	1	37110
E1	US Army Europe // 7th Army ¹	1922	100	3106	5128		5128	2	5130
FC	USA Forces Command	3416	0	0	3416		3416	3	3419
GB	USA National Guard (Title 5 + Title 32)	27347	0	0	27347		27347		27347
G6	USA Network Enterprise & Technology CMD	4666	451	436	5553		5553		5553
HR	USA Reserve CMD (Support to AC)	8833	0	0	8833		8833		8833
JA	Joint Activities ²	2519	18	33	2570		2570	18	2588
MA	US Military Academy	733	0	0	733		733	541	1274
MC	USA Medical CMD ³	41126	471	1192	42789		42789	291	43080
MW	Military District of Washington	283	0	0	283	181	464	41	505
P1	US Army Pacific	1072	0	2588	3660		3660	189	3849
P8	8th US ARMY	406	1403	2155	3964		3964	243	4207
SC	US Space and Missile Defense CMD	1024	0	0	1024		1024	4	1028
SP	US Army Special Operations CMD	1776	0	5	1781		1781		1781
TC	US Training & Doctrine CMD ⁴	14453	2	1	14456		14456	53	14509
X1	USA Materiel CMD ⁵	65234	608	588	66430		66430	561	66991
2A	US Army Forces Cyber Command	136	0	0	136		136		136
3A	US Army Central // 3rd Army	373	65	0	438		438		438
5A	USArmy North // 5th Army	307	0	0	307		307		307
6A	US Army South // 6th Army ⁶	302	0	0	302		302		302
HQ	HQDA ⁷	13405	104	183	13692		13692	2369	16061
ARMY WIDE		255,990	7,083	15,542	278,615	24,878	303,493	28,994	332,487

- 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
Staffing Timeliness
Army External Hires



From Initiation of the RPA to the Effective Date

3-1 Arbitration Decisions

Command Breakout - FY11

CMD Code	Command	To Arbitration	Union Prevalled	Management Prevalled	Split Decision
A1	US Army Africa	0	0	0	0
AA	US Army Accessions Command	0	0	0	0
AE	USA Acquisition Support CMD	0	0	0	0
AP	Military Entrance Processing Command	0	0	0	0
AS	USA Intelligence & Security CMD	0	0	0	0
AT	USA Test and Evaluation CMD	1	0	0	0
BA	USA Installation Management CMD	11	5	2	2
CB	USA Criminal Investigations CMD	0	0	0	0
CE	USA Corps of Engineers	10	1	3	5
E1	US Army Europe // 7th Army ¹	0	0	0	0
FC	USA Forces Command	1	0	0	0
GB	USA National Guard (Title 5 + Title 32)	0	0	0	0
G6	USA Network Enterprise & Technology CMD	0	0	0	0
HR	USA Reserve CMD (Support to AC)	1	0	0	1
JA	Joint Activities ²	0	0	0	0
MA	US Military Academy	0	0	0	0
MC	USA Medical CMD ³	10	5	4	0
MW	Military District of Washington	0	0	0	0
P1	US Army Pacific	0	0	0	0
P8	8th US ARMY	0	0	0	0
SC	US Space and Missile Defense CMD	0	0	0	0
SP	US Army Special Operations CMD	0	0	0	0
TC	US Training & Doctrine CMD ⁴	2	0	2	0
X1	USA Materiel CMD ⁵	10	0	6	1
2A	US Army Forces Cyber Command	0	0	0	0
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	3	0
ARMY WIDE		53	12	20	9

- 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, JCSIFA, 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.

3-2
Unfair Labor Practice Complaints

Command Breakout - FY11

CMD Code	Command	ULP Charges Filed by Union	ULP Complaints Issued by FLRA
A1	US Army Africa	0	0
AA	US Army Accessions Command	0	0
AE	USA Acquisition Support CMD	0	0
AP	Military Entrance Processing Command	0	0
AS	USA Intelligence & Security CMD	0	0
AT	USA Test and Evaluation CMD	0	0
BA	USA Installation Management CMD	42	3
CB	USA Criminal Investigations CMD	0	0
CE	USA Corps of Engineers	25	0
E1	US Army Europe // 7th Army ¹	0	0
FC	USA Forces Command	3	2
GB	USA National Guard (Title 5 + Title 32)	0	0
G6	USA Network Enterprise & Technology CMD	0	0
HR	USA Reserve CMD (Support to AC)	0	0
JA	Joint Activities ²	0	0
MA	US Military Academy	0	0
MC	USA Medical CMD ³	76	16
MW	Military District of Washington	0	0
P1	US Army Pacific	3	0
P8	8th US ARMY	0	0
SC	US Space and Missile Defense CMD	1	0
SP	US Army Special Operations CMD	0	0
TC	US Training & Doctrine CMD ⁴	49	0
X1	USA Materiel CMD ⁵	46	0
2A	US Army Forces Cyber Command	0	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	9	5
ARMY WIDE		254	26

- 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.

3-4 APPENDIX

LONG-TERM FECA CASES BY COMMAND

Command	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
AMC	937	944	955	1260	860	869	830	786	692	616	594
FORSCOM	477	477	466	447	229	311	189	163	302	127	103
TRADOC	293	292	300	363	222	224	199	189	143	168	150
USACE	304	313	338	476	363	374	335	310	416	298	271
NGB	358	379	678	484	430	421	400	361	263	327	291
MEDCOM				416	306	229	302	267	340	261	249
IMCOM				383	538	383	432	432	173	407	390
OTHER	709	728	485	487	416	425	377	342	328	308	274
Total	3078	3133	3222	4316	3364	3236	3064	2850	2657	2512	2322

**Percent of Pre-Identified Emergency Essential Employees
with Signed Agreements**

FY11 Data by Command

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	P
AA	US Army Accessions Command	0	0	0	0		NA
AE	USA Acquisition Support CMD	1	1	0	0		NA
AP	Military Entrance Processing Command	1	1	0	0		NA
AS	USA Intelligence & Security CMD	6	3	3	3		100%
AT	USA Test and Evaluation CMD	1	1	0	0		NA
BA	USA Installation Management CMD	145	20	125	125		100%
CB	USA Criminal Investigations CMD	1	1	0	0		NA
CE	USA Corps of Engineers	83	23	60	56		93%
E1	US Army Europe // 7th Army	8	2	6	4		67%
FC	USA Forces Command	2	2	0	0		NA
GB	USA National Guard (Title 5 + Title 32)	3	1	2	0		NA
G6	USA Network Enterprise & Technology CMD	58	2	56	55		98%
HR	USA Reserve CMD (Support to AC)	1	0	1	0		NA
JA	Joint Activities	31	1	30	30		100%
MA	US Military Academy	1	1	0	0		NA
MC	USA Medical CMD	32	26	6	6		100%
MW	Military District of Washington	1	1	0	0		NA
P1	US Army Pacific	20	2	18	13		72%
P8	8th US ARMY	133	3	130	130		100%
SC	US Space and Missile Defense CMD	1	1	0	0		NA
SP	US Army Special Operations CMD	4	3	1	1		100%
TC	US Training & Doctrine CMD	6	5	1	1		100%
X1	USA Materiel CMD	394	30	364	360		99%
2A	US Army Forces Cyber Command						
3A	US Army Central // 3rd Army	2	2	0	0		NA
5A	USArmy North // 5th Army						
6A	US Army South // 6th Army	1	0	1	1		100%
HQ	HQDA	24	4	20	15		75%
	ARMY WIDE	960	136	824	800		97.1%

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.

APPENDIX 4-3
Number of Formal Grievances
(Under Administrative Grievance Procedures)

Command Breakout - FY11

CMD Code	Command	Formal Agency Grievances
A1	US Army Africa	0
AA	US Army Accessions Command	11
AE	USA Acquisition Support CMD	0
AP	Military Entrance Processing Command	3
AS	USA Intelligence & Security CMD	0
AT	USA Test and Evaluation CMD	2
BA	USA Installation Management CMD	18
CB	USA Criminal Investigations CMD	0
CE	USA Corps of Engineers	36
E1	US Army Europe // 7th Army ¹	5
FC	USA Forces Command	4
GB	USA National Guard (Title 5 + Title 32)	0
G6	USA Network Enterprise & Technology CMD	2
HR	USA Reserve CMD (Support to AC)	8
JA	Joint Activities ²	2
MA	US Military Academy	0
MC	USA Medical CMD ³	21
MW	Military District of Washington	1
P1	US Army Pacific	7
P8	8th US ARMY	0
SC	US Space and Missile Defense CMD	2
SP	US Army Special Operations CMD	1
TC	US Training & Doctrine CMD ⁴	5
X1	USA Materiel CMD ⁵	18
2A	US Army Forces Cyber Command	0
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	18
ARMY WIDE		164

- 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.

APPENDIX 4-4
NUMBER OF FORMAL GRIEVANCES
(UNDER PROCEDURES NEGOTIATED WITH UNIONS)
Command Breakout - FY11

CMD Code	Command	Negotiated Grievances
A1	US Army Africa	0
AA	US Army Accessions Command	4
AE	USA Acquisition Support CMD	3
AP	Military Entrance Processing Command	1
AS	USA Intelligence & Security CMD	0
AT	USA Test and Evaluation CMD	7
BA	USA Installation Management CMD	250
CB	USA Criminal Investigations CMD	0
CE	USA Corps of Engineers	87
E1	US Army Europe // 7th Army ¹	0
FC	USA Forces Command	14
GB	USA National Guard (Title 5 + Title 32)	0
G6	USA Network Enterprise & Technology CM	3
HR	USA Reserve CMD (Support to AC)	4
JA	Joint Activities ²	0
MA	US Military Academy	1
MC	USA Medical CMD ³	471
MW	Military District of Washington	0
P1	US Army Pacific	23
P8	8th US ARMY	0
SC	US Space and Missile Defense CMD	0
SP	US Army Special Operations CMD	6
TC	US Training & Doctrine CMD ⁴	29
X1	USA Materiel CMD ⁵	279
2A	US Army Forces Cyber Command	0
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	34
ARMY WIDE		1,216

- 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.

Work Force - Educational Level by PATCO

Number of Employees in Each Category Having Bachelor's Degree or Above by Fiscal Year

Category	01	02	03	04	05	06	07	08	09	10	11
ARMY											
Professional											
Degree	37,917	39,060	39,631	40,724	40,762	41,486	44,349	46,516	51,709	55,471	56,619
Non-Degree	6,879	7,078	7,198	6,733	7,485	7,657	5,715	6,963	7,522	8,229	6,962
Total Workforce	44,796	46,138	46,829	47,457	48,247	49,143	50,064	53,479	59,231	63,700	63,581
Administrative											
Degree	22,477	22,968	23,548	24,722	24,951	25,130	33,220	30,386	34,182	38,286	39,806
Non-Degree	34,316	35,240	35,978	37,387	40,622	42,112	35,098	42,732	46,130	50,194	49,855
Total Workforce	56,793	58,208	59,526	62,109	65,573	67,242	68,318	73,118	80,312	88,480	89,661
Technical											
Degree	3,679	3,790	3,822	3,770	3,884	3,870	7,921	5,294	5,911	6,388	6,209
Non-Degree	31,622	32,125	31,386	30,969	32,130	32,461	28,578	33,350	36,103	37,442	36,507
Total Workforce	35,301	35,915	35,208	34,739	36,014	36,331	36,499	38,644	42,014	43,830	42,716
Clerical											
Degree	1,352	1,348	1,376	1,351	1,344	1,244	2,842	1,669	1,665	1,776	1,724
Non-Degree	18,655	17,961	16,507	15,570	15,763	14,979	12,500	13,820	13,700	13,472	12,616
Total Workforce	20,007	19,309	17,883	16,921	17,107	16,223	15,342	15,489	15,365	15,248	14,340
Other											
Degree	296	408	457	503	520	504	1,313	804	932	1,033	897
Non-Degree	5,123	6,196	6,749	7,638	8,058	7,964	6,838	7,921	8,704	9,928	9,813
Total Workforce	5,419	6,604	7,206	8,141	8,578	8,468	8,151	8,725	9,636	10,961	10,710
DOD											
Professional											
Degree	119,984	121,931	124,736	126,659	128,837	130,417	133,511	137,802	149,345	160,280	165,474
Non-Degree	19,965	21,458	19,082	17,702	17,921	17,488	15,071	16,219	16,455	17,182	15,820
Total Workforce	139,949	143,389	143,818	144,361	146,758	147,905	148,582	154,021	165,800	177,462	181,294
Administrative											
Degree	65,967	67,002	68,773	71,165	73,457	75,720	85,814	85,621	95,177	106,363	114,338
Non-Degree	105,028	107,162	105,900	107,580	111,820	114,260	106,949	116,177	123,098	131,727	133,404
Total Workforce	170,995	174,164	174,673	178,745	185,277	189,980	192,763	201,798	218,275	238,090	247,742
Technical											
Degree	11,127	11,018	11,027	11,247	11,655	12,013	16,156	13,797	15,335	16,883	17,657
Non-Degree	93,058	91,912	87,192	85,744	85,497	84,881	79,297	84,142	87,544	90,095	89,198
Total Workforce	104,185	102,930	98,219	96,991	97,152	96,894	95,453	97,939	102,879	106,978	106,855
Clerical											
Degree	3,429	3,359	3,372	3,258	3,387	3,364	4,846	3,647	3,894	4,326	4,518
Non-Degree	53,569	50,275	45,330	43,346	42,486	40,072	35,748	37,664	38,412	38,453	36,688
Total Workforce	56,998	53,634	48,702	46,604	45,873	43,436	40,594	41,311	42,306	42,779	41,206
Other											
Degree	824	946	1,117	1,236	1,302	1,361	2,193	1,805	2,361	2,821	2,828
Non-Degree	15,511	16,638	17,636	18,760	19,051	18,855	17,467	19,244	21,256	22,892	23,115
Total Workforce	16,335	17,584	18,753	19,996	20,353	20,216	19,660	21,049	23,617	25,713	25,943

5-2 (Cont.)
Work Force - Educational Level by PATCO

Category	01	02	03	04	05	06	07	08	09	10	11
FEDERAL GOV'T											
Professional											
Degree	359,170	365,352	374,869	382,394	386,864	387,071	396,590	412,803	441,479	468,947	480,834
Non-Degree	61,979	65,240	62,518	61,625	60,830	59,220	56,475	59,952	56,194	58,030	56,512
Total Workforce	421,149	430,592	437,387	444,019	447,694	446,291	453,065	472,755	497,673	526,977	537,346
Administrative											
Degree	267,243	276,199	285,407	292,068	299,556	302,028	317,116	327,796	353,007	388,626	400,271
Non-Degree	298,161	311,396	319,865	326,930	331,028	338,142	331,426	351,074	347,897	374,458	376,366
Total Workforce	565,404	587,595	605,272	618,998	630,584	640,170	648,542	678,870	700,904	763,084	776,637
Technical											
Degree	45,999	46,795	47,181	48,625	49,834	50,151	55,020	55,397	59,766	68,200	70,239
Non-Degree	300,040	329,838	343,233	340,919	331,762	291,524	286,779	302,979	289,873	307,671	303,400
Total Workforce	346,039	376,633	390,414	389,544	381,596	341,675	341,799	358,376	349,639	375,871	373,639
Clerical											
Degree	12,197	12,185	12,314	12,443	12,770	13,619	16,291	17,099	18,041	20,567	23,474
Non-Degree	153,527	142,908	130,740	123,815	119,318	142,717	133,766	133,983	124,711	124,823	121,120
Total Workforce	165,724	155,093	143,054	136,258	132,088	156,336	150,057	151,082	142,752	145,390	144,594
Other											
Degree	8,343	8,190	8,828	8,873	9,446	9,915	11,618	11,988	13,529	14,999	15,413
Non-Degree	45,103	46,936	49,423	51,972	52,161	52,998	54,583	59,100	62,971	66,130	65,905
Total Workforce	53,446	55,126	58,251	60,845	61,607	62,913	66,201	71,088	76,500	81,129	81,318

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

Awards - Rate per 1000 Employees

Number of Awards in Each Category by Fiscal Year

Category	01	02	03	04	05	06	07	08	09	10	11
Army											
Monetary	170,934	175,961	183,297	196,683	195,905	198,193	194,985	158,814	112,564	116,375	140,868
Time Off	35,970	42,599	35,384	35,982	37,693	43,996	43,923	43,066	35,918	41,076	47,938
Total Awards	206,904	218,560	218,681	232,665	233,598	242,189	238,908	201,880	148,482	157,451	188,806
Size of the Workforce	196,537	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733	257,183
DOD											
Monetary	503,884	539,117	542,106	577,327	748,870	577,371	558,584	408,354	332,470	354,215	336,928
Time Off	124,099	145,534	156,379	167,314	97,896	269,925	194,930	180,813	153,770	171,174	174,923
Total Awards	627,983	684,651	698,485	744,641	846,766	847,296	753,514	589,167	486,240	525,389	511,851
Size of the Workforce	612,923	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144	725,711
Federal Government											
Monetary	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	1,026,516
Time Off	286,508	332,352	325,251	364,043	364,043	449,198	375,561	372,994	363,327	398,737	411,229
Total Awards	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	1,437,745
Size of the Workforce	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	2,130,289

Army data include all 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 CPDF. The CPDF includes only US-citizen appropriated fund employees. National Guard (Title 32) are included.

Note that 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.

5-3 (Cont.)
Awards - Rate per 1000 Employees
Command Breakout of Number of Awards - FY11

Cmd Code	Command	Monetary Awards	Time-Off Awards
AA	US Army Accessions Command	1,569	226
AE	USA Acquisition Support CMD	2,082	213
AP	Military Entrance Processing Command	1,297	2,233
AS	USA Intelligence & Security CMD	173	361
AT	USA Test and Evaluation CMD	1,462	100
BA	USA Installation Management CMD	16,985	10,038
CB	USA Criminal Investigations CMD	325	286
CE	USA Corps of Engineers	24,064	1,294
E1	US Army Europe // 7th Army ¹	1,024	434
FC	USA Forces Command	2,331	676
GB	USA National Guard (Title 5 + Title 32)	647	134
G6	USA Network Enterprise & Technology CMD	2,551	1,840
HR	USA Reserve CMD (Support to AC)	1,877	831
JA	Joint Activities ²	2,122	791
MA	US Military Academy	257	215
MC	USA Medical CMD ³	15,010	11,184
MW	Military District of Washington	257	38
P1	US Army Pacific	416	316
P8	8th US ARMY	222	83
SC	US Space and Missile Defense CMD	848	169
SP	US Army Special Operations CMD	858	877
TC	US Training & Doctrine CMD ⁴	8,128	5,110
X1	USA Materiel CMD ⁵	47,042	3,926
2A	US Army Forces Cyber Command	25	5
3A	US Army Central // 3rd Army	113	17
5A	US Army North // 5th Army	220	163
6A	US Army South // 6th Army ⁶	114	104
HQ	HQDA ⁷	8,849	6,274
ARMY WIDE		140,868	47,938

- 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 (JIEDDO, 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

Disciplinary/Adverse Actions - Rate per 1,000 Employees
Number of Actions in Each Category by Fiscal Year

Category	01	02	03	04	05	06	07	08	09	10	11
Army											
Suspensions	753	744	703	727	1,000	1,007	912	942	974	1,194	1,186
Removals for Cause	502	515	558	653	663	726	569	725	848	981	950
Resignations While Adverse Action Pending	38	36	43	35	25	32	42	52	61	74	83
Change to a Lower Grade	16	7	13	13	19	8	13	20	11	19	27
Total Disc/Adverse Actions	1,309	1,302	1,317	1,428	1,707	1,773	1,536	1,739	1,894	2,268	2,246
Size of the Workforce	196,537	199,889	198,541	202,813	209,957	211,615	212,591	226,723	245,586	260,733	257,183
DOD											
Suspensions	2,778	3,093	3,054	3,066	3,545	3,808	3,377	3,415	3,378	3,836	4,145
Removals for Cause	1,857	2,048	2,184	2,244	2,408	2,000	1,752	1,895	2,067	2,357	2,223
Resignations While Adverse Action Pending	117	98	115	99	90	90	99	111	121	137	141
Change to a Lower Grade	36	31	43	34	49	34	39	48	35	43	64
Total Disc/Adverse Actions	4,788	5,270	5,396	5,443	6,092	5,932	5,267	5,469	5,601	6,373	6,573
Size of the Workforce	612,923	613,520	601,073	606,386	616,254	618,680	613,845	635,460	675,272	715,144	725,711
Federal Government											
Suspensions	8,070	9,113	9,609	10,055	10,615	11,097	10,815	10,791	10,751	11,480	12,099
Removals for Cause	8,278	9,118	8,632	8,235	8,440	5,726	5,767	6,228	6,853	7,089	6,282
Resignations While Adverse Action Pending	369	363	372	395	405	404	376	451	386	432	400
Change to a Lower Grade	78	88	109	108	110	109	134	138	134	145	185
Total Disc/Adverse Actions	16,795	18,682	18,722	18,793	19,570	17,336	17,092	17,608	18,124	19,146	18,966
Size of the Workforce	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	2,130,289

Army data include US-citizen appropriated fund employees (military & civil function). 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 DOD data is included in the Government-wide data just as Army data is included in the DOD data.

5-4 (Cont.)
Disciplinary/Adverse Actions - Rate per 1,000 Employees
Number of Actions in Each Category
Command Data for FY11

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	10	14	0	0	24
AE	USA Acquisition Support CMD	8	12	1	0	21
AP	Military Entrance Processing Command	21	15	1	0	37
AS	USA Intelligence & Security CMD	0	4	1	0	5
AT	USA Test and Evaluation CMD	17	8	1	1	27
BA	USA Installation Management CMD	175	195	13	5	388
CB	USA Criminal Investigations CMD	4	7	1	0	12
CE	USA Corps of Engineers	155	58	6	4	223
E1	US Army Europe // 7th Army ¹	0	3	2	0	5
FC	USA Forces Command	13	7	1	4	25
GB	USA National Guard (Title 5 + Title 32)	1	1	0	0	2
G6	USA Network Enterprise & Technology C	20	15	2	0	37
HR	USA Reserve CMD (Support to AC)	74	72	8	3	157
JA	Joint Activities ²	5	8	1	0	14
MA	US Military Academy	2	0	0	0	2
MC	USA Medical CMD ³	251	276	29	3	559
MW	Military District of Washington	2	2	0	1	5
P1	US Army Pacific	5	6	0	0	11
P8	8th US ARMY	1	0	0	0	1
SC	US Space and Missile Defense CMD	4	2	0	0	6
SP	US Army Special Operations CMD	6	4	1	0	11
TC	US Training & Doctrine CMD ⁴	28	45	4	0	77
X1	USA Materiel CMD ⁵	342	154	10	3	509
3A	US Army Central // 3rd Army	0	2	0	0	2
5A	USArmy North // 5th Army	1	0	0	0	1
6A	US Army South // 6th Army ⁶	0	3	0	0	3
HQ	HQDA ⁷	41	37	1	3	82
ARMY WIDE		1,186	950	83	27	2,246

- 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 (JIEDDO, 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

APPENDIX 6-1

RNO/ERI BREAKOUT OF WORKFORCE

Category	01	02	03	04	05	06	07	08	09	10	11
Army											
Black	31,821	32,566	32,027	32,941	35,323	36,295	37,360	40,559	44,250	46,885	45,071
Hispanic	12,376	12,703	12,973	13,546	14,223	14,261	14,358	15,221	16,584	17,699	17,677
Asian/Pacific	5,906	6,236	6,429	6,657	7,001	9,333	9,689	10,551	11,631	12,617	12,627
Native American	2,250	2,264	2,218	2,205	2,207	2,242	2,353	2,603	2,906	3,133	3,099
White	141,713	143,711	142,681	145,342	149,694	149,420	148,505	157,729	170,167	180,351	178,418
Total Workforce	194,066	197,480	196,328	200,691	208,448	211,551	212,265	226,663	245,538	260,685	256,892
DOD											
Black	90,857	90,726	88,686	89,641	92,545	95,060	95,778	100,960	107,586	114,300	116,210
Hispanic	36,403	36,535	35,325	36,955	38,177	38,015	37,633	38,811	41,296	43,408	44,323
Asian/Pacific	25,771	26,775	25,863	27,407	28,387	38,717	39,398	41,657	44,699	47,732	48,885
Native American	5,995	5,991	5,784	5,673	5,715	5,940	6,159	6,682	7,400	7,992	8,079
White	442,873	442,043	434,209	436,282	441,287	440,608	434,368	447,014	474,058	501,316	507,642
Total Workforce	601,899	602,070	589,867	595,958	606,111	618,340	613,336	635,124	675,039	714,748	725,139
Federal Gov't											
Black	302,187	308,301	312,581	314,866	317,103	319,437	323,470	340,160	355,767	370,213	374,352
Hispanic	118,716	125,035	130,637	135,714	138,587	138,673	141,968	149,930	157,656	164,066	167,511
Asian/Pacific	69,060	73,200	75,878	79,853	82,509	97,826	101,217	108,341	116,228	124,546	128,643
Native American	38,712	39,742	39,260	39,171	39,155	39,667	39,921	41,211	43,293	44,831	44,546
White	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	1,413,246
Total Workforce	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	2,128,298

FY01 - 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 conversion of ERI to RNO categories.

APPENDIX 6-2

GENDER BREAKOUT OF WORKFORCE

Category	01	02	03	04	05	06	07	08	09	10	11
Army											
Female	77,888	79,047	78,688	79,214	81,076	81,239	81,786	87,575	94,748	99,859	96,672
Male	118,640	120,827	119,846	123,597	129,473	130,373	130,805	139,146	150,838	160,874	160,511
Total Workforce	196,528	199,874	198,534	202,811	210,549	211,612	212,591	226,721	245,586	260,733	257,183
DOD											
Female	239,900	238,618	232,001	231,166	232,195	234,791	232,155	239,856	249,648	261,298	261,009
Male	372,995	374,854	369,046	375,210	384,054	406,256	404,600	418,227	425,624	453,846	464,702
Total Workforce	612,895	613,472	601,047	606,376	616,249	641,047	636,755	658,083	675,272	715,144	725,711
Federal Gov't											
Female	797,368	811,210	819,327	824,471	824,033	818,295	822,704	859,987	901,838	930,420	930,956
Male	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	1,199,332
Total Workforce	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	2,130,288

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.

APPENDIX 6-3

REPRESENTATION OF INDIVIDUALS WITH DISABILITIES

Category											
Category	01	02	03	04	05	06	07	08	09	10	11
Army											
Disability	14,283	14,892	14,572	14,914	16,285	16,763	17,323	18,337	20,139	21,417	21,505
No Disability	182,254	184,997	183,969	187,899	194,267	194,852	195,268	208,386	225,447	239,316	235,678
Total Workforce	196,537	199,889	198,541	202,813	210,552	211,615	212,591	226,723	245,586	260,733	257,183
DOD											
Disability	46,542	47,355	45,406	44,533	45,037	45,047	44,967	46,097	48,937	51,623	54,157
No Disability	566,381	566,165	555,667	561,853	571,217	595,808	591,772	611,818	626,335	663,521	671,554
Total Workforce	612,923	613,520	601,073	606,386	616,254	640,855	636,739	657,915	675,272	715,144	725,711
Federal Gov't											
Disability	121,002	123,583	125,692	125,521	124,842	123,695	124,703	129,050	137,349	145,324	153,372
No Disability	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	1,976,917
Total Workforce	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	2,130,289

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

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

Disability is defined as Handicap Codes 06 through 94.