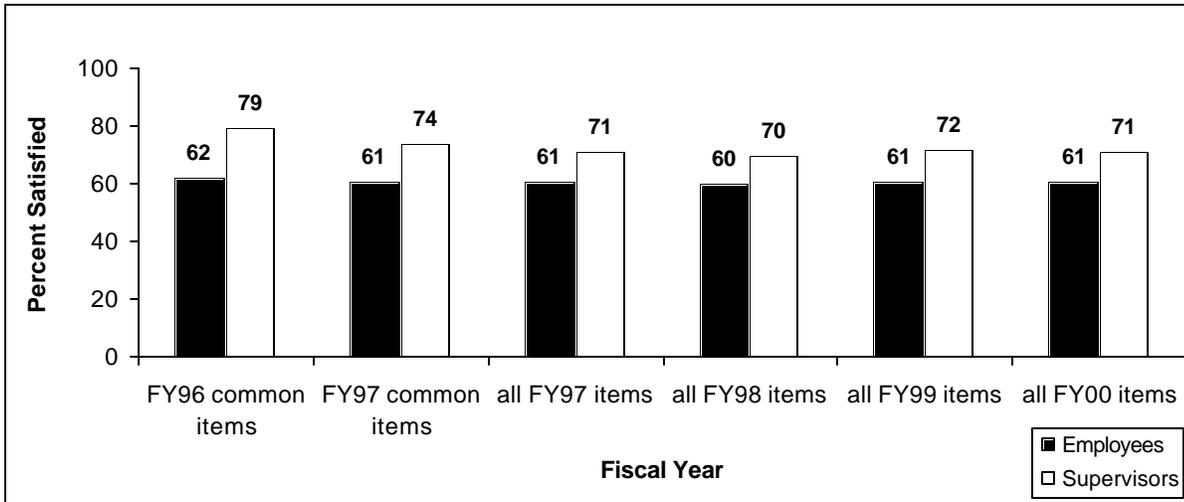


## 4-1. Satisfaction with Job

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Not Met*



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

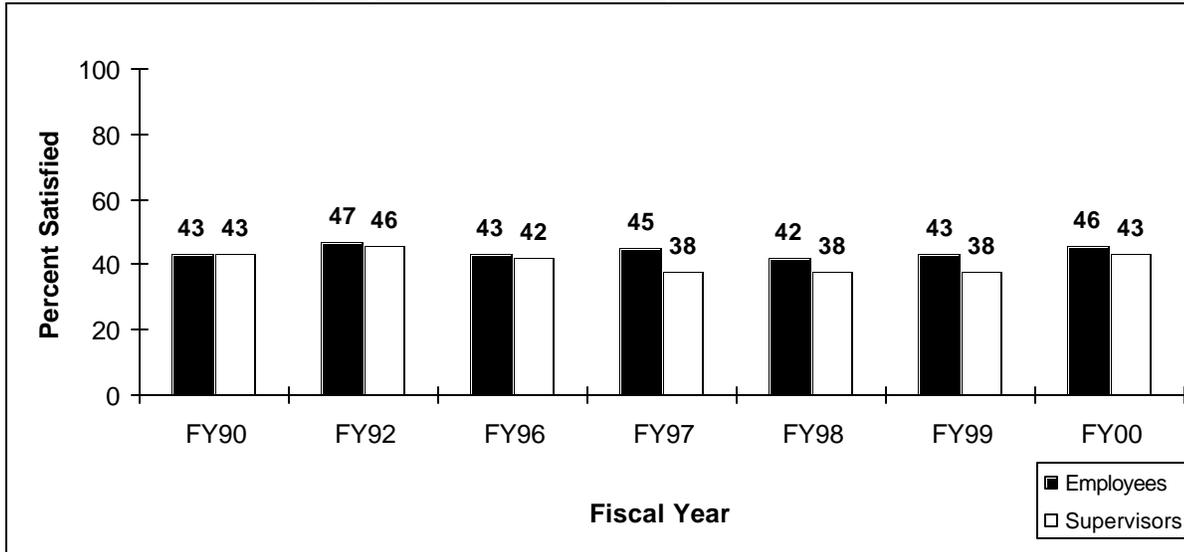
### Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of six survey items; the supervisor score was a composite of three survey items; three items overlapped. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A25-27, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee job satisfaction percentage stays about the same, whereas the supervisor job satisfaction percentage drops by five points in FY97. Since FY97, employee and supervisor job satisfaction has been relatively unchanged. The FY00 objective of 5% improvement was not met.
- Supervisors are more satisfied with their jobs than are employees.
- For FY00, employee job satisfaction ranges from 65% (TRADOC) to 57% (USACE). Supervisor job satisfaction is fairly similar across MACOMs.

## 4-2. Satisfaction with Career - Recommendation to Others

*Objective: Not Less Than 5% Improvement Over Baseline*

*Assessment: Employees Not Met; Supervisors Met*



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

### Analysis:

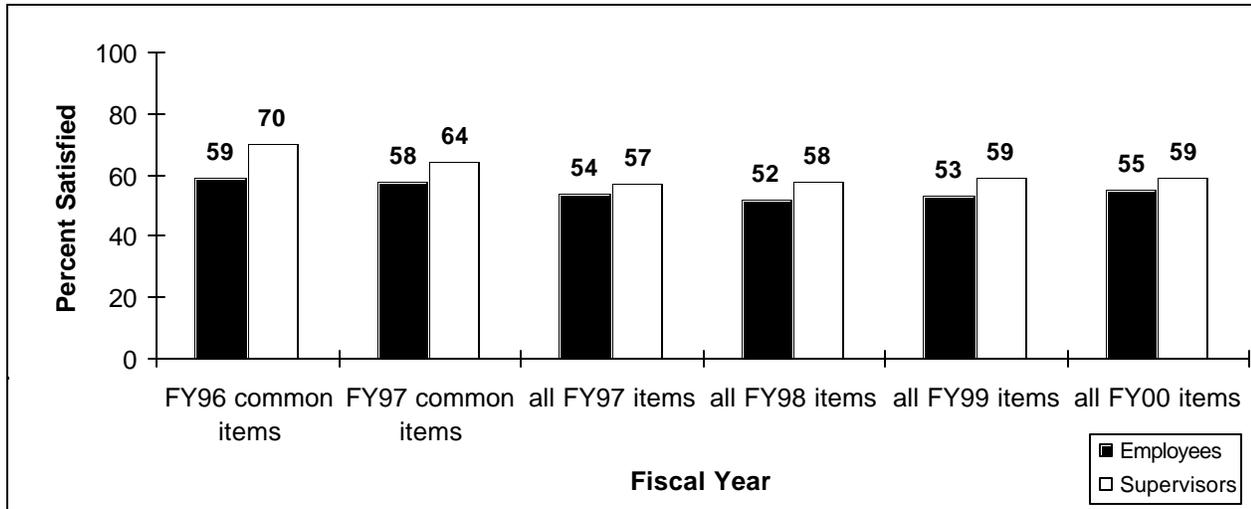
- This indicator measures whether people would recommend that others pursue a career with the Federal Government, the Army, or their specific Army organization. It does not directly measure satisfaction with their personal career. Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee and supervisor scores are each a composite of three identical survey items. See Appendix, pp. A28-29, for the rating scale, individual survey items, raw scores, and MACOM results.
- The baselines for employees and supervisors are 44% and 40%, respectively. The FY00 data are 46% and 43%, respectively. The objective of 5% improvement over the baselines was met for supervisors but not for employees.
- Employee's career satisfaction in FY00 is three percentage points higher than it was in FY90. Supervisor's career satisfaction is the same as it was in FY90.
- Overall, neither group is satisfied enough with its career to recommend it to others.
- For FY00, employee career satisfaction ranges from 50% (MEDCOM) to 39% (AMC). Supervisor career satisfaction ranges from 48% (MEDCOM) to 38% (FORSCOM).

### 4-3. Satisfaction with Supervisor

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Not Met*



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

**Analysis:**

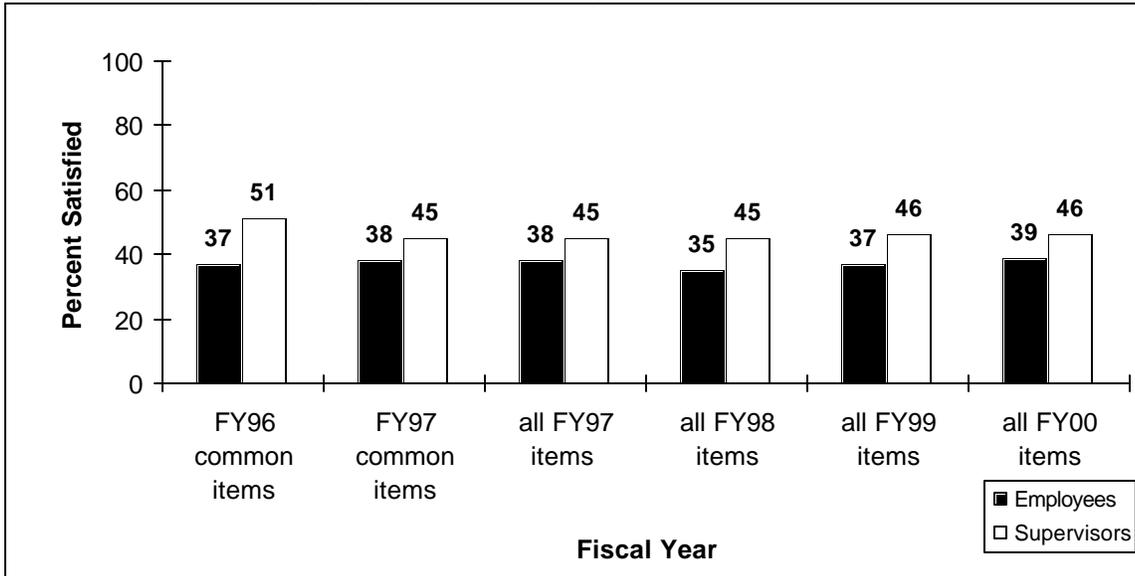
- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of seven survey items; the supervisor score was a composite of four survey items; two items overlapped. Currently, the employee and supervisor scores are each a composite of eight identical survey items. See Appendix, pp. A30-32, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor percentage drops by six points in FY97. Since FY97, employee and supervisor satisfaction with supervisor has been relatively unchanged. The FY00 objective of 5% improvement was not met.
- Overall, satisfaction with supervisor is lower among employees than among supervisors.
- For FY00, employee satisfaction ratings range between 58% (FORSCOM) to 51% (AMC). Supervisor satisfaction ratings are fairly similar across MACOMs.

## 4-4. Satisfaction with Management

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Employees Met; Supervisors Not Met*



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

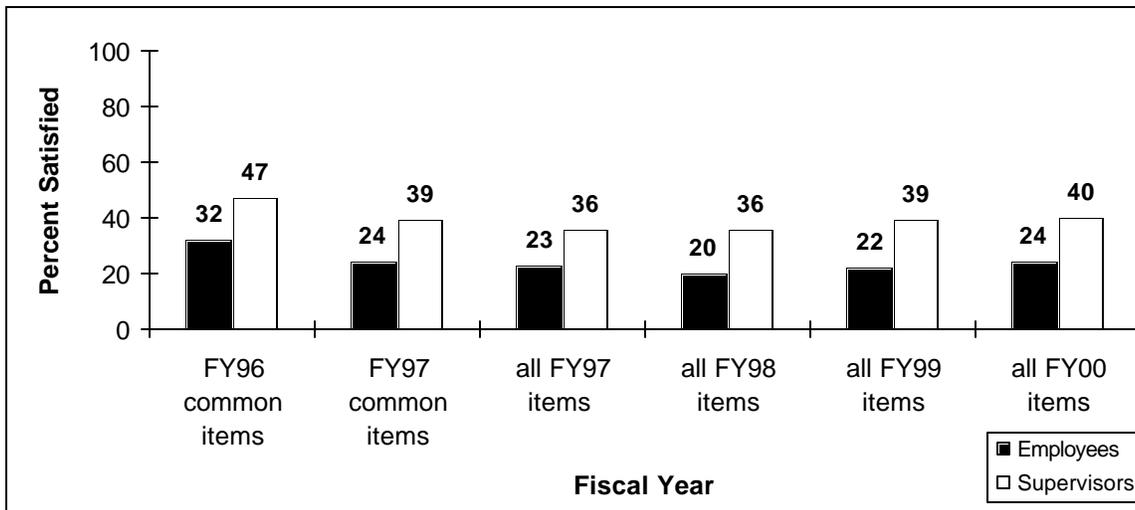
### Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee and supervisor scores were each a composite of six identical survey items. Currently, the employee and supervisor scores are each a composite of five identical survey items. See Appendix, pp. A33-35, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, the employee satisfaction percentage stays about the same whereas the supervisor satisfaction percentage drops by six points in FY97. Since FY98, employee satisfaction with management has risen by four percentage points. Supervisor satisfaction with management has been relatively unchanged since FY97. The FY00 objective of 5% improvement was met for employees but not for supervisors.
- Overall, neither group is satisfied with management. Employees are less satisfied than supervisors with management.
- For FY00, employee satisfaction with management ranges from 43% (FORSCOM, TRADOC, and "other" command codes) to 32% (AMC). Supervisor satisfaction with management ranges from 49% ("other" command codes) to 44% (MEDCOM).

## 4-5. Satisfaction with Promotion System

*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Employees Met; Supervisors Not Met*



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

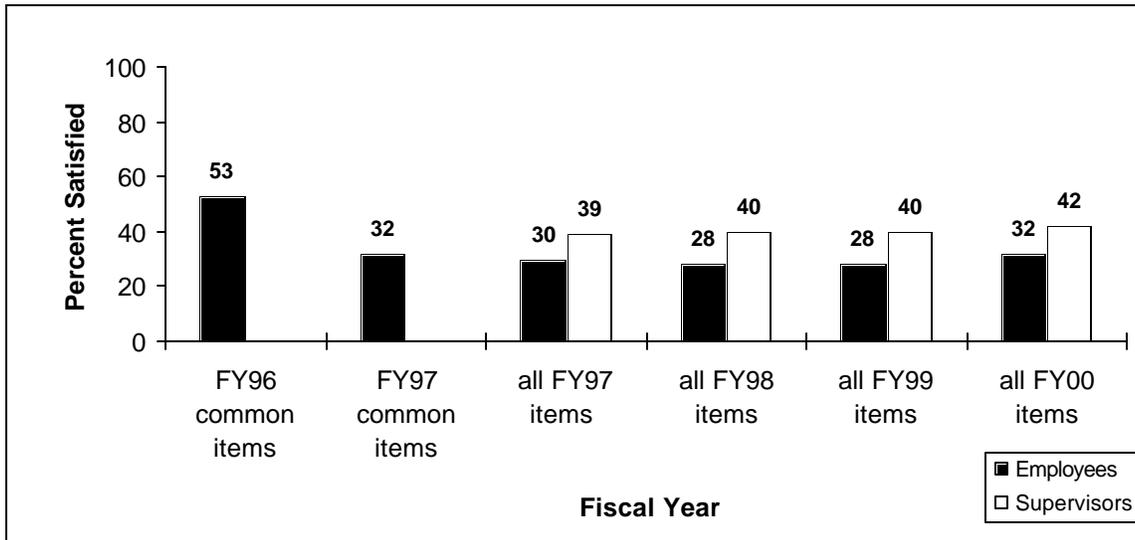
### Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor score was a composite of three survey items; two items overlapped. Currently, the employee score is a composite of four survey items; the supervisor score is a composite of five survey items; four items overlap. See Appendix, pp. A36-38, for the rating scales, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by recalculating FY96 and FY97 results based on common items. When this is done, satisfaction with the promotion system drops by eight percent for both employees and supervisors in FY97. Since FY98, employee and supervisor satisfaction with the promotion system has risen four percentage points. The FY00 objective of 5% improvement over the previous fiscal year result was met for employees but not for supervisors.
- Overall, neither group is satisfied with the promotion system. Note the large difference between supervisor and employee perceptions.
- For FY00, employee satisfaction with promotion system ranges from 28% ("other" command codes) to 19% (AMC). Supervisor satisfaction with promotion system ranges from 44% (USACE) to MEDCOM (34%).

## 4-6. Satisfaction with Awards and Recognition

*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Met*



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

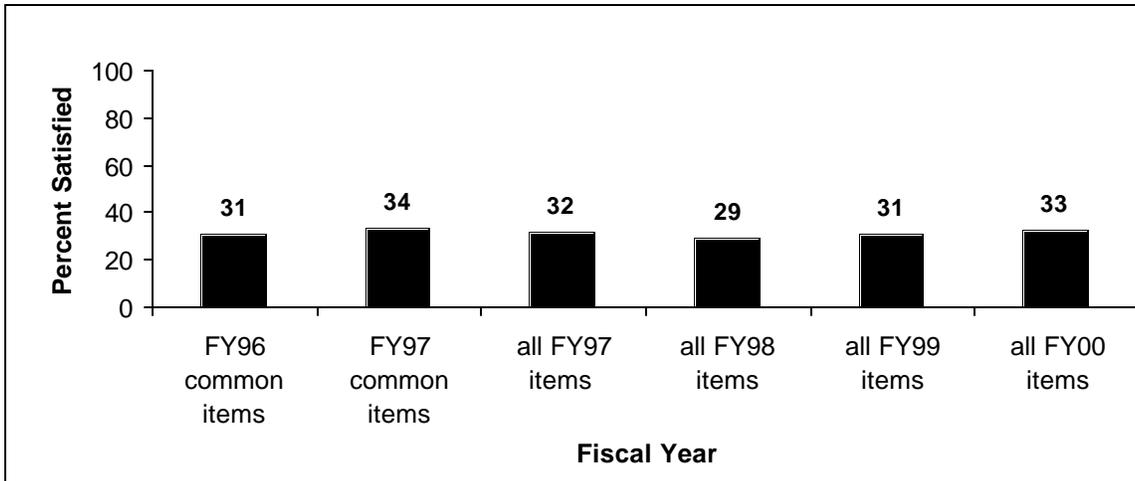
### Analysis:

- This indicator measures whether employees are satisfied with the link between job performance and awards/recognition.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items; the supervisor survey did not contain items on this topic. Currently, the employee and supervisor scores are each a composite of four identical survey items. One survey item was revised in FY97. See Appendix, pp. A39-40, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by recalculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with awards and recognition drops by 21 points in FY97. In FY00 employee satisfaction with awards rose by four percentage points for a 14% gain. Supervisor satisfaction rose by 2 percentage points, for a gain of 5%. Both groups met the objective.
- Neither employees nor supervisors are satisfied with the link between job performance and awards and recognition. The level of supervisor satisfaction is much higher than employee satisfaction.
- For FY00, employee satisfaction with awards and recognition ranges from 36% (FORSCOM and "other" command codes) to 27% (AMC and MEDCOM). Supervisor satisfaction with awards and recognition ranges from 45% (USACE) to 35% (MEDCOM).

## 4-7. Satisfaction with Discipline/Grievance/EEO Procedures

*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Met*



Source: Army Civilian Personnel Attitude Survey (employee version)

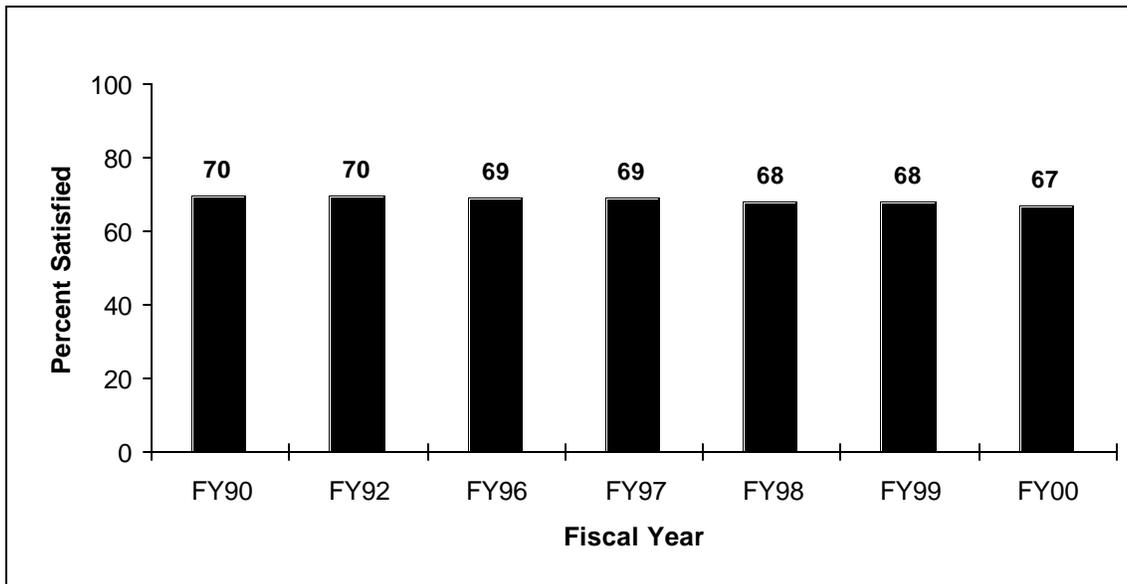
### Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- This indicator was revised in FY97. Prior to FY97, the employee score was a composite of four survey items. Currently, the employee score is a composite of four re-worded items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A41-42, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by re-calculating FY96 and FY97 results based on common items. When this is done, employee satisfaction with increases by three points in FY97. Since FY98, employee satisfaction has risen by four percentage points. The FY00 objective of 5% improvement over the previous fiscal year results was met.
- Overall, employees are not satisfied with administrative procedures related to discipline, grievances, and EEO.
- For FY00, employee results ranged from 36% (TRADOC, USAREUR, and "other" command codes) to 27% (AMC).

## 4-8. Satisfaction with Work Group

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*Objective: Not Less Than 5% Improvement Over Baseline*  
*Assessment: Not Met*



Source: Army Civilian Personnel Attitude Survey (employee version)

### Analysis:

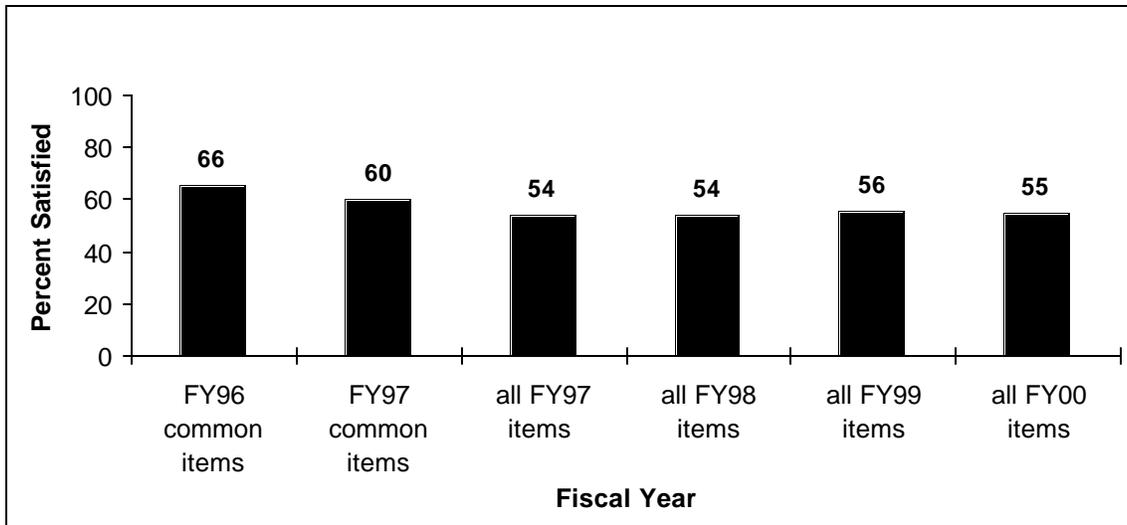
- Satisfaction is defined as the top two ratings in a five-point scale. Baseline performance is calculated by averaging the satisfaction ratings for the previous four survey administrations. The employee score is a composite of three survey items. Supervisor surveys did not contain items on this topic. See Appendix, pp. A43-44, for the rating scale, individual survey items, raw scores and MACOM results.
- The baseline for employees is 69%. The FY00 satisfaction score is 67%. The objective of 5% improvement over the baseline was not met.
- The level of satisfaction with work group has remained relatively constant for the past decade.
- Overall, employees are satisfied with their co-workers.
- For FY00, employee satisfaction with work group ranges from 72% (USAREUR) to 61% (MEDCOM).

## 4-9. Satisfaction with Amount of Authority

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Not Met*



Source: Army Civilian Personnel Attitude Survey (supervisor version)

### Analysis:

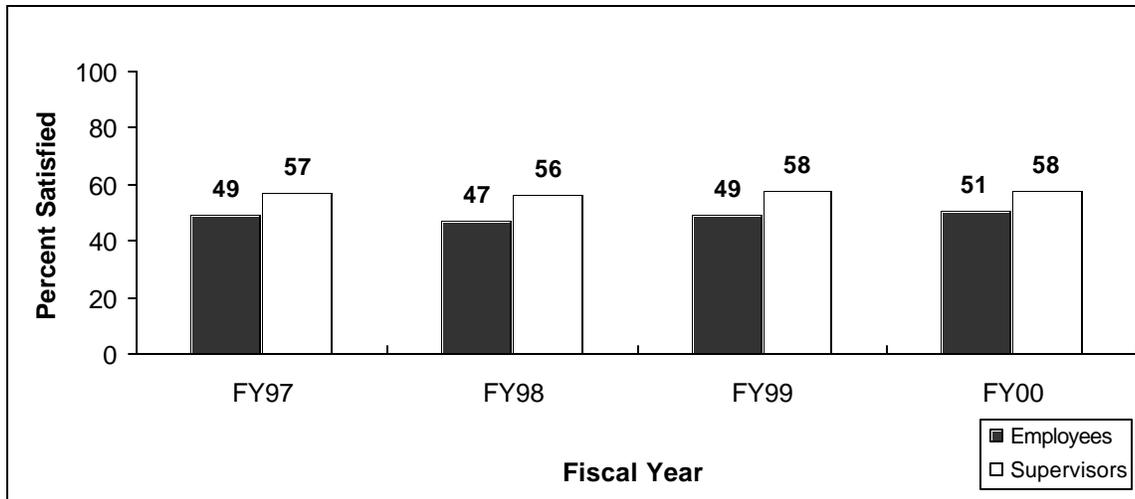
- This indicator measures the degree to which supervisors are satisfied with the amount of authority they have to carry out their responsibilities properly. Satisfaction is defined as the top rating in a three-point scale.
- This indicator was revised in FY97. Prior to FY97, the supervisor score was a composite of eleven survey items. Currently the supervisor score is a composite of twelve items, ten of which overlap. The employee survey did not contain items on this topic. See Appendix, pp. A45-47, for the rating scale, individual survey items, raw scores, and MACOM results.
- Direct comparison of FY96 with other FY survey results would be misleading since the composite was substantially changed in FY97. However, a trend can be obtained by recalculating FY96 and FY97 results based on common items. When this is done, supervisor satisfaction with authority drops by six points in FY97. Since FY97, supervisor satisfaction has been relatively unchanged. The FY00 objective of 5% improvement was not met.
- Overall, supervisors are satisfied with the amount of authority provided them to carry out their personnel management responsibilities, but the level of satisfaction has dropped since FY96.
- For FY00, supervisor satisfaction with authority ranges from 59% (USAREUR) to 53% (MEDCOM).

## 4-10. Satisfaction with Training and Development

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Not Met*



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

### Analysis:

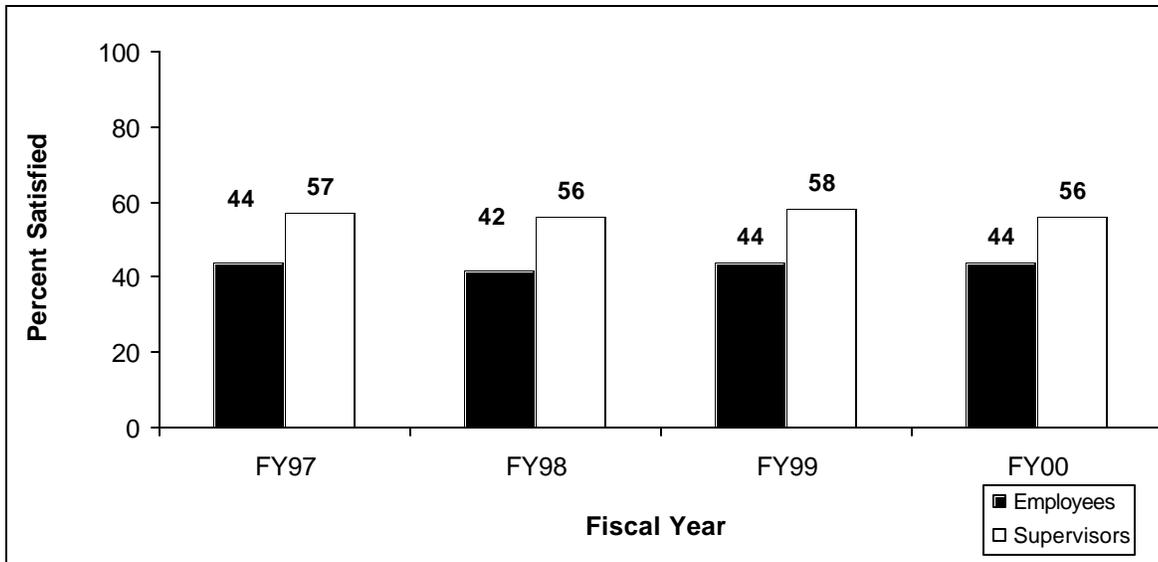
- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee score is a composite of three survey items; the supervisor score is a composite of three survey items; no items overlap. See Appendix, pp. A48-50, for the rating scales, individual survey items, raw scores and MACOM results.
- Employee and supervisor satisfaction with training and development has been relatively unchanged since FY97, when this indicator was created. The FY00 objective of 5% improvement was not met.
- Supervisors are more satisfied with the training and development system than are employees.
- For FY00, employee satisfaction with training and development ranges from 56% (USACE) to 46% (TRADOC). Supervisor satisfaction ratings range from 60% (USACE) to 55% (USAREUR).

## 4-11. Satisfaction with Fairness

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*Objective: Not Less Than 5% Improvement Over FY99*

*Assessment: Not Met*



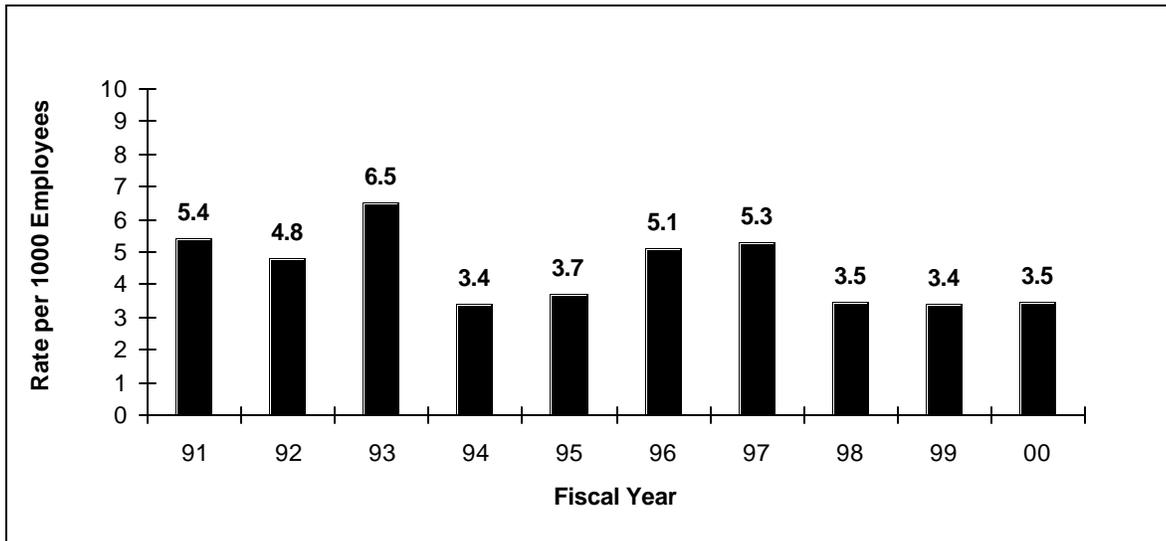
Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

### Analysis:

- Satisfaction is defined as the top two ratings in a five-point scale.
- The employee and supervisor scores are each a composite of six identical survey items. See Appendix, pp. A51-53, for the rating scales, individual survey items, raw scores, and MACOM results.
- Employee and supervisor satisfaction with fairness has been relatively unchanged since FY97, when this indicator was created. The FY00 objective of 5% improvement was not met.
- Supervisors are more satisfied with fairness than are employees.
- For FY00, employee satisfaction with fairness ranges from 48% (USAREUR, "other" command codes) to 41% (AMC). Supervisor results range from 60% (USAREUR) to 54% (MEDCOM).

## 4-12. Number of Formal Grievances (Under Administrative Grievance Procedures) - Rate per 1000 Non-Bargaining Unit Employees

*Objective: None Established*



Source: No. grievances from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements; No. non-bargaining unit employees from HQ ACPERS

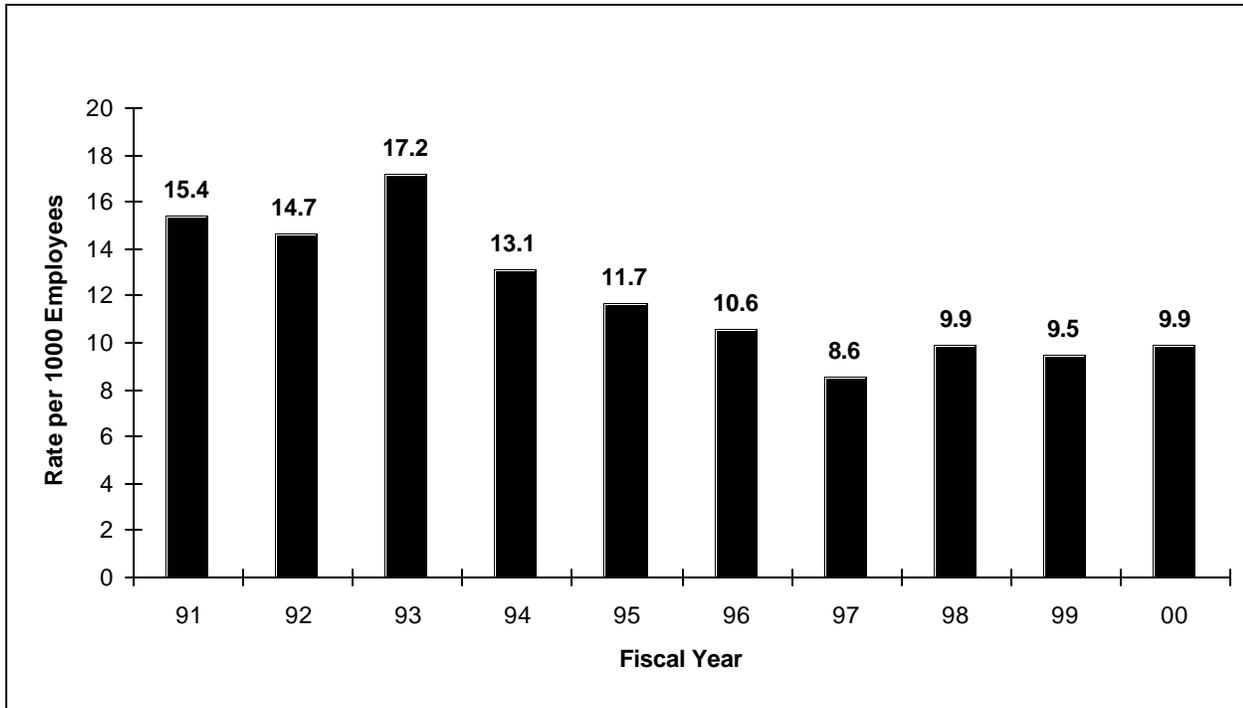
Fiscal Year	91	92	93	94	95	96	97	98	99	00
No. Grievances	753	631	769	376	387	510	485	302	293	289
No. Non-BU Employees	139,479	130,206	118,447	109,800	105,679	99,088	91,490	87,304	85,130	83,600

### Analysis

- The FY00 rate of 3.5 is at the low end of the narrow band of three to six grievances per 1000 employees over the past ten years.
- See Appendix, p. A54, for FY00 MACOM data.
- Non-bargaining unit (BU) employees were identified by codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

### 4-13. Number of Formal Grievances (Under Procedures Negotiated with Unions) - Rate per 1000 Bargaining Unit Employees

*Objective: None Established*



Source: No. grievance from field data submitted for annual Civilian Personnel Management Statistical Reporting Requirements; No. bargaining unit employees from HQ ACPERS

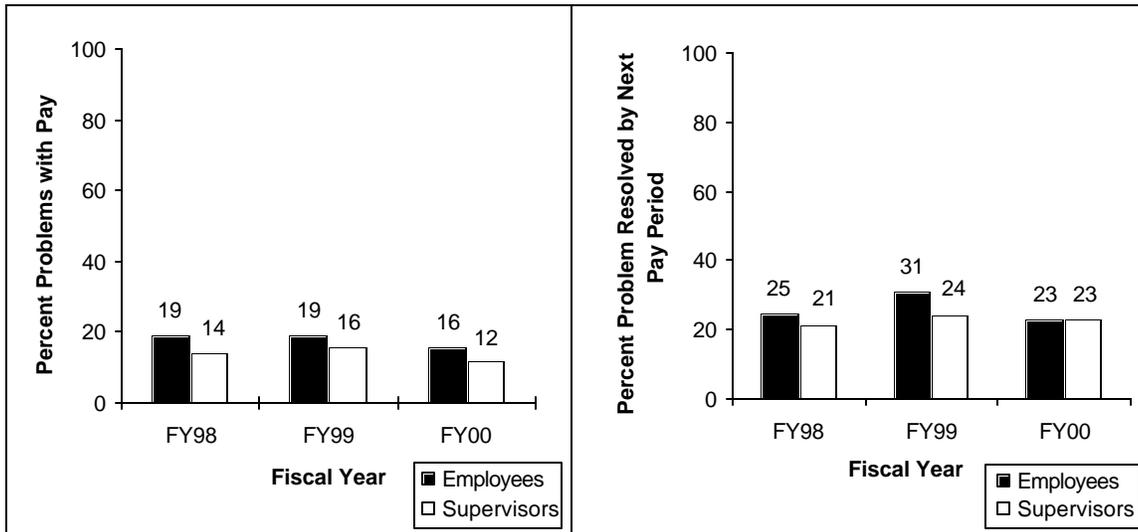
Fiscal Year	91	92	93	94	95	96	97	98	99	00
No. Grievances	2,738	2,653	2,434	1,808	1,575	1,357	1,071	1,181	1,086	1,119
No. BU Employees	178,200	180,609	141,847	138,071	134,062	127,594	124,208	119,841	113,748	113,554

**Analysis:**

- In FY00, the rate of grievances slightly increased after a decrease in FY99. The FY99 and FY00 rates are still among the lowest Army has seen.
- See Appendix, p. A55, for FY00 MACOM data.
- Bargaining unit (BU) employees were identified by subtracting from the total population all employees with codes 7777 and 8888 of the "Bargaining Unit Status" data element in HQ ACPERS.

## 4-14. Problems with Pay Administration

*Objective: None established*



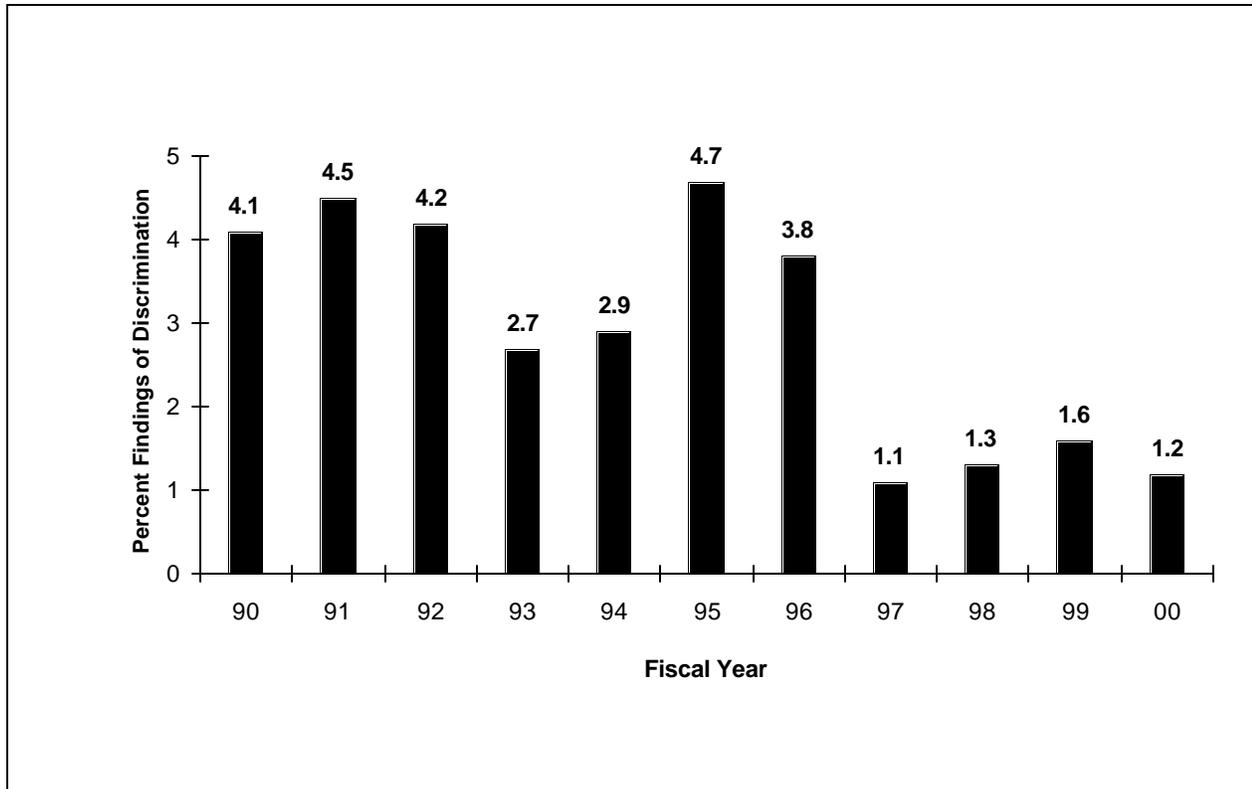
Source: Army Civilian Personnel Attitude Survey (employee and supervisor versions)

### Analysis:

- This indicator measures whether employees and supervisors had problems with their pay during the previous 12 months (e.g., getting their check sent to the right place, receiving the correct amount), and, if so, were the problems resolved by the next pay period. Responses are either "yes" or "no" to each of the two questions. See Appendix, pp. A56-58, for the rating scale, individual survey items, raw scores, MACOM and region results.
- The change from FY99 to FY00 is positive with 16% fewer employees and 25% fewer supervisors reporting pay problems. Even so, survey respondents continue to report their pay problems take longer than the current pay period to resolve. Although automated Army systems identify pay system "rejects" and generally resolve them within the same pay period, they do not cover many of the employee-reported problems which may take longer to resolve.
- Analysis by MACOM shows that pay problems range from 32% (USAREUR) to 10% (AMC) for employees and from 20% (USAREUR) to 7% (TRADOC) for supervisors. Problem resolution before the next pay period ranges from 32% (MEDCOM and TRADOC) to 12% (USAREUR) for employees and from 32% (MEDCOM) to 17% (USAREUR) for supervisors.
- Analysis by region shows that pay problems range from 30% (Korea) to 9% (NE) for employees and from 33% (Korea) to 6% (NC) for supervisors. Problem resolution before the next pay period ranges from 34% (NC) to 12% (Europe) for employees and from 39% (SW) to 11% (Korea) for supervisors.

## 4-15. EEO Complaints - Percent DA Final Findings of Discrimination

*Objective: None Established*



Source: EEOCCRA, does not include cases adjudicated by the Equal Employment Opportunity Commission, Architectural and Transportation Barriers Compliance Board, or federal civil court

Fiscal Year	90	91	92	93	94	95	96	97	98	99	00
No. Formal Complaints Filed	1478	1494	1692	1905	2108	1825	1398	1565	1451	1366	1346
No. to EEOCCRA	363	419	500	479	722	426	314	543	472	493	499
No. Findings of Discrimination	15	19	21	13	21	20	12	6	6	8	6

### Analysis:

- Less than half of the formal EEO complaints filed make it to the Equal Employment Opportunity Compliance and Complaints Review Agency (EEOCCRA) for Final Agency Decision. Most are either dismissed, withdrawn or settled before reaching EEOCCRA. In FY00, 37% of the complaints filed made it to EEOCCRA.
- The percentage of cases where a final finding of discrimination was made dropped from 4.1% in FY90 to 2.7% in FY93. It then rose to 4.7% in FY95 before dropping significantly to 1.1% in FY97. The percentage has remained low since FY97 with 1.2% in FY00.