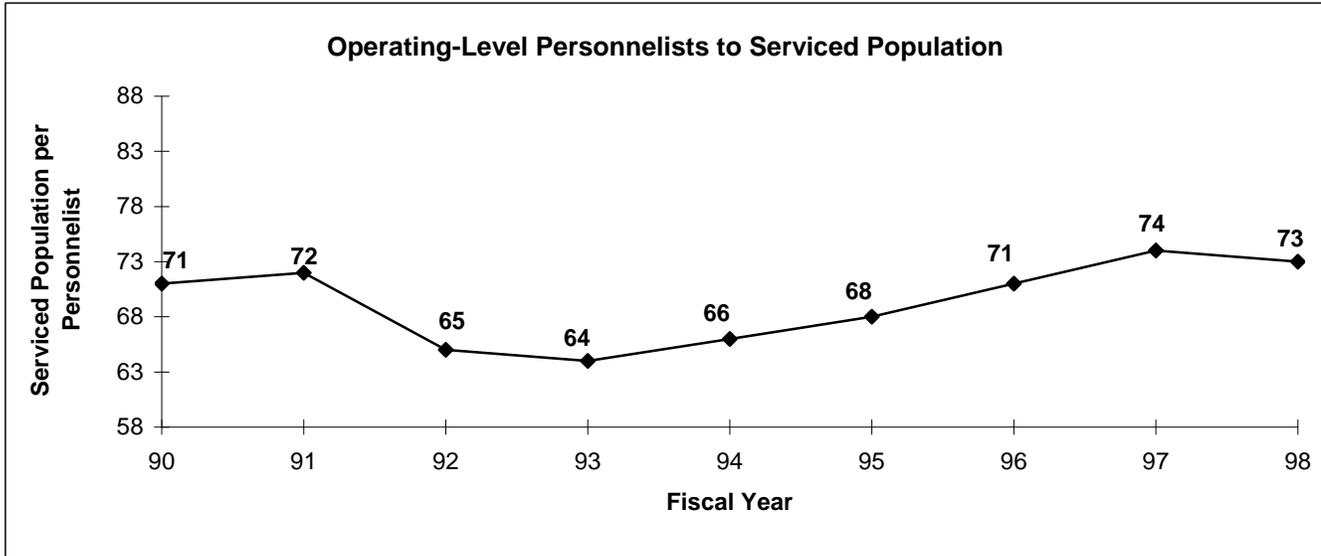


Key Indicator

1. Servicing Ratio: Operating-Level Personnelists to Serviced Population

Objective: OSD Goal is 1:88 for FY00



Source: 1738 Report for FY 90-96; CivPro for FY97-98

Fiscal Ye:	90	91	92	93	94	95	96	97	98
Serviced P	417,317	387,997	349,457	308,131	288,703	274,971	266,527	249,027	238,970
Personneli:	5,868	5,398	5,342	4,785	4,371	4,039	3,745	3,387	3,263

Analysis:

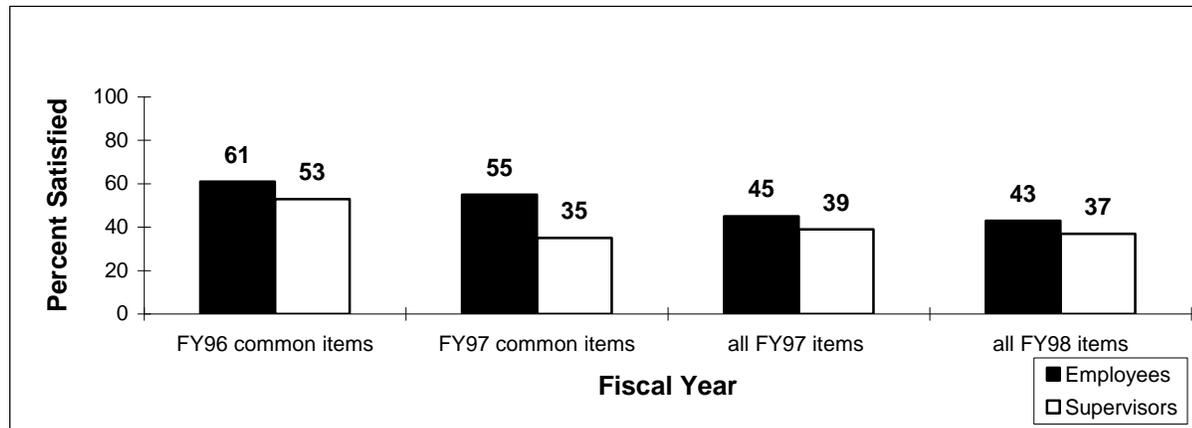
- The servicing ratio decreased in FY98, after four years of increase. Although the number of personnelists decreased by 3.7% in FY98, the serviced population decreased by 4%.
- The FY97 ratio is slightly different than that in the *FY97 Annual Evaluation* because the source of the data changed.
- "Operating-level" is identified as personnel in CPOs, CPACs, and CPOCs. "Personnelist" is defined as employees in series 201, 203, 212, 221, 230, 233, and 235. "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.

Key Indicator

2. Effectiveness of Civilian Personnel Administration Service - Customer Satisfaction

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

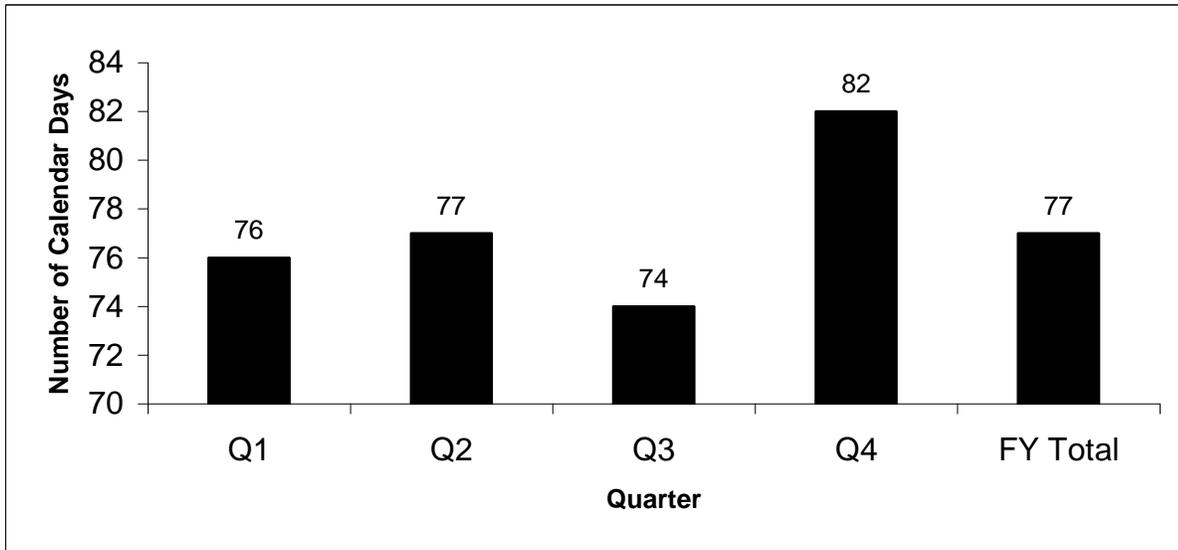
Analysis:

- This indicator measures satisfaction with products and services provided by civilian personnel administrators. Satisfaction is defined as the top two ratings in a five-point scale.
- The indicator was revised in FY97. Prior to FY97, the employee score was a composite of three survey items; the supervisor score was a composite of twelve survey items; two items overlapped. Currently, the employee score is a composite of eleven survey items; the supervisor score is a composite of twenty survey items; eight items overlap. See Appendix, pp. A1-6, for the rating scale, individual survey items, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 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 results show employee satisfaction with service drops by six points in FY97. Supervisor satisfaction drops by eighteen points in FY97. Customer service continues to drop in FY98 - by two points for both employees and supervisors. The FY98 objective of 5% improvement was not met.
- Overall, employees are more satisfied than supervisors with products and services provided by civilian personnel administrators. Note that employees and supervisors receive different products and services.
- Examining individual items that form the composite, highest satisfaction was with courtesy of civilian personnel staff. Lowest satisfaction was with quality and timeliness of service on human resource planning, reorganizing, classification, and staffing (for supervisors, recruitment and quality of candidates referred; for employees, job and promotion information).
- MACOM and region results are not available for FY98.

Key Indicator

3. Average Number of Days to Fill Positions

Objective: None Established for FY98 (8% Reduction for FY99)



Source: CivPro

Analysis:

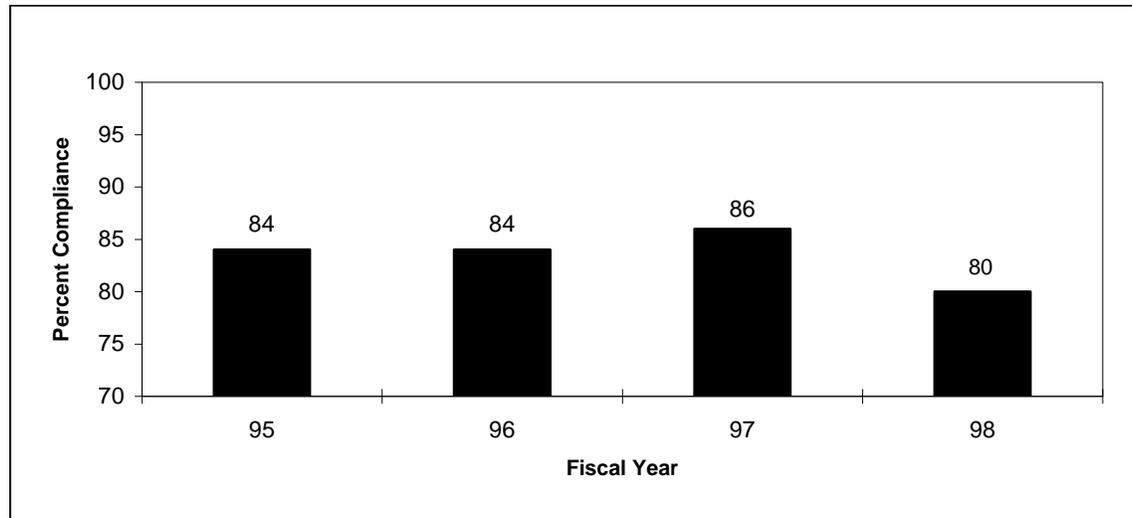
- At the end of FY98, HQDA established an objective of two percent improvement in fill time per quarter. Thus, the objective for FY99 will be 71 days.
- This indicator tracks fill time from receipt of the SF52 in the personnel community (CPAC, CPOC, or CPO) until the vacancy is committed. It includes placements into vacant positions subject to mandatory career referral procedures; includes PPP placements; includes temporary and permanent placements from internal and external sources into true vacancies; does not include career ladder promotions or reassignment actions that merely represent a change in duties.
- Previous year's data are not available. CivPro fill-time data begin with FY98. Prior to CivPro, MACOMs manually submitted data to HQDA. Although the MACOMs used the same time frame (i.e., from receipt in personnel to date of commitment), their data differs from CivPro data in two important ways: (1) it included more types of actions (CivPro includes only those actions identified as "recruit/fill" in the PERSACTION request) and (2) it excluded vacancies filled through central career referral procedures.
- See Appendix, p. A7, for region breakout.

Key Indicator

4. Effectiveness of Civilian Personnel ADMINISTRATION - Regulatory and Procedural Compliance

Objective: Not Less than 90% Compliance

Assessment: Not Met



Source: USACPEA surveys and OPM reports

Percent Compliance on Indicators Forming the Composite

Fiscal Year	95	96	97	98
Timeliness	65	70	76	68
Compliance	96	93	90	82
Compliance	92	88	93	91

Analysis:

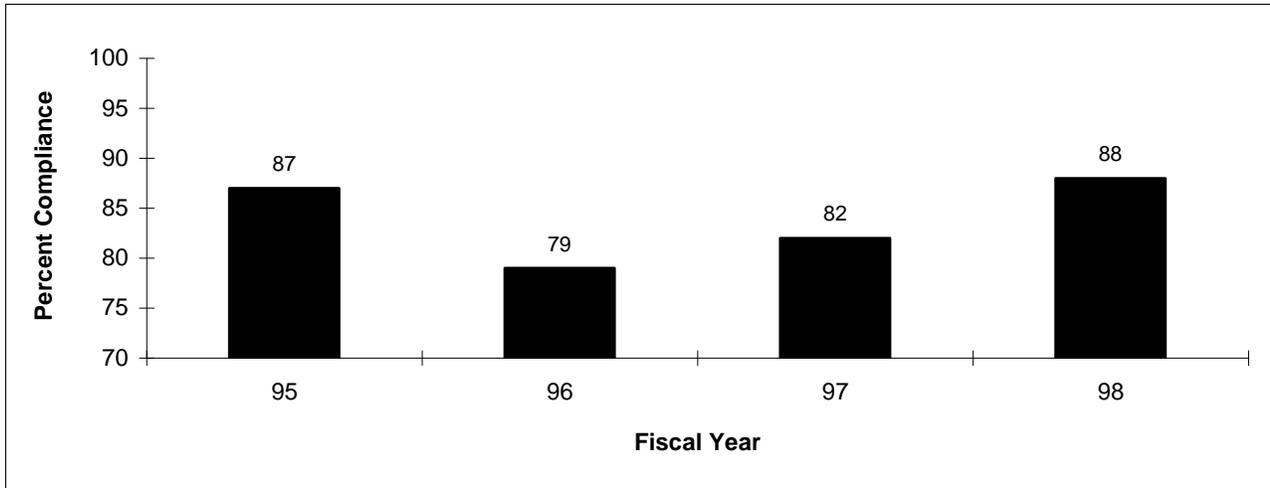
- This key indicator is a composite of the following three expanded performance indicators presented in Section II: (1) timeliness of processing retirement, refund, and death benefits (indicator 2-1), (2) regulatory and procedural compliance of the staffing program (indicator 2-2), and (3) regulatory and procedural compliance of the management-employee relations program (indicator 2-3). Expanded indicators in this composite relate to areas that are predominantly the responsibility of the personnel community (vs. management). All are reported in terms of percent compliance with a standard.
- Tracking for this indicator begins in FY95 when data were available on all three expanded indicators forming the composite.
- The objective of at least 90% compliance was not met. However, performance on the three indicators that form the composite score was not equally poor. The MER program met its 90% objective. The staffing program, which historically met its objective, failed to do so in FY98. Benefits processing pulled down the composite averages for all years.

Key Indicator

5. Effectiveness of Civilian Personnel MANAGEMENT - Regulatory and Procedural Compliance

Objective: Not Less than 90% Compliance

Assessment: Not Met



Source: USACPEA surveys

Percent Compliance on Indicators Forming the Composite

Fiscal Yea	95	96	97	98
Grade Acci	90	87	89	87
Assignmen	85	82	89	88
Complianc	85	67	68	89

Analysis:

- This key indicator is a composite of the following three expanded performance indicators presented in Section II: (1) grade accuracy (indicator 3-1), (2) assignment accuracy (indicator 3-2), and (3) regulatory and procedural compliance of performance appraisals (indicator 3-3). Expanded indicators in this composite relate to areas that are predominantly the responsibility of management (vs. the personnel community). All are reported in terms of percent in compliance with an objective. In previous *Annual Evaluations*, this indicator had a fourth component - regulatory and procedural compliance of the training program. CPEA did not study that in FY98. The historical averages shown above have been adjusted to account for the removal of training from the composite.

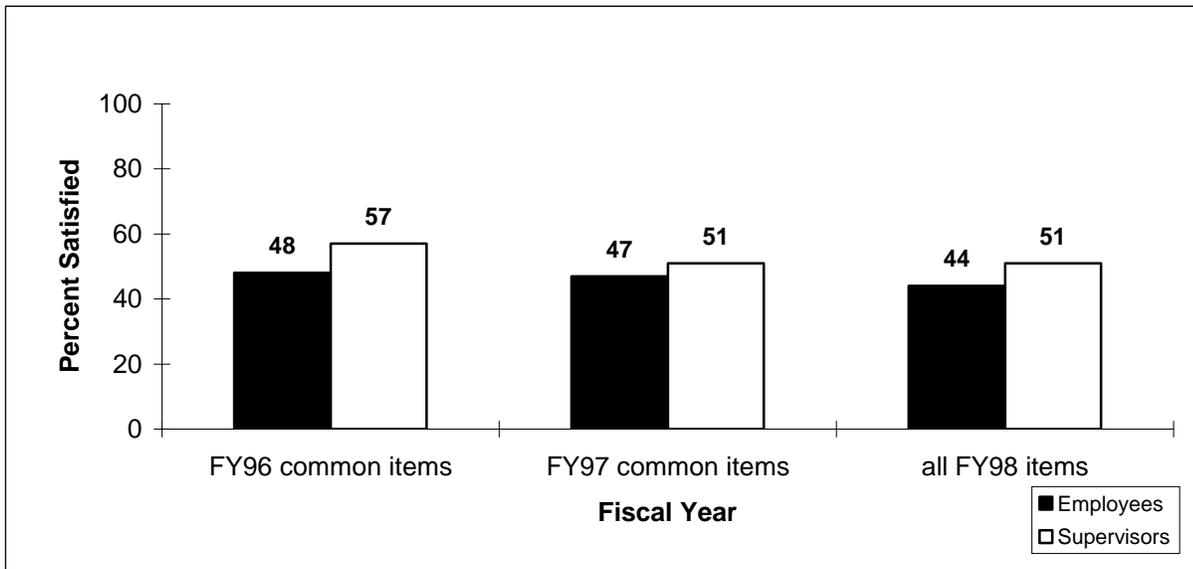
- The objective of at least 90% compliance was not met. The increase in FY98 is due to the improved compliance of performance appraisals which, in turn, may be due to the elimination of the requirement for a senior rater profile.

Key Indicator

6. Civilian Work Force Morale

Objective: Not Less Than 5% Improvement Over FY97

Assessment: Not Met



Source: Army-wide "biennial" attitude survey (employee and supervisor versions)

Analysis:

- This indicator measures the morale of the civilian work force. Morale is defined as a composite of expanded indicators 4-1 through 4-5, which measure satisfaction with job, career, supervisor, management, and promotion system. See Appendix, pp. A8-9, for the rating scale, individual composites, and raw scores.
- Direct comparison of FY96 with FY97 and FY98 survey results would be misleading since the composite was substantially changed in FY97 and again in FY98. However, a trend can be obtained by re-calculating FY96 and FY97 results based on FY98 common items. When this is done, employee morale drops by one point and supervisor morale drops by six points in FY97. Employee morale drops an additional three points in FY98. Supervisor morale stays the same. The FY98 objective of 5% improvement was not met.
- Overall, supervisors have higher morale than employees. Both groups are relatively satisfied with their jobs and supervisors. Both groups are relatively unsatisfied with their career, their management and the promotion system.
- MACOM results are not available for FY98.