FY2017

Civilian Human Resources Annual Report

FISCAL YEAR 2017

ASSISTANT G-1 FOR CIVILIAN PERSONNEL (AG-1CP)

UNITED STATES ARMY | G-1

THIS PAGE INTENTIONALLY LEFT BLANK

Table of Contents

A Note from the Assistant G-1 for Civilian Personnel 1
About Us 3
Mission 3
Vision 3
Values 3
Purpose 3
Army Civilians – Overview 5
Civilian Strength 5
Workforce Diversity 6
Employee Engagement 6
Civilian Human Resources Challenges and Initiatives in 2017 6
Workforce Shaping and Reductions 7
Appendix A: Civilian Strength and Execution 9
Appendix B: Workforce Losses 13
Appendix C: Employee Engagement 15
Appendix D: Workforce Diversity 17
Overview 17
Age Representation 17
Female Representation 19
Race/Ethnicity Representation 20
Disability Representation 21
Veteran Representation 22
Appendix E: Voluntary Early Retirement Authority & Voluntary Separation Incentive Payment Usage 25
Appendix F: Time to Fill 29
Appendix G: Acronyms and Definitions 31

THIS PAGE INTENTIONALLY LEFT BLANK

A Note from the Assistant G-1 for Civilian Personnel

I have just joined the G-1 team and am excited to work together with all of the Army's Civilian human resource professionals.

My goals are to advocate for the Civilian workforce and to provide outstanding customer service to all of our stakeholders. I welcome any ideas you have to help achieve those goals.

One of my office's functions is to provide an annual Civilian Human Resources report. The FY17 version of the report provides great detail on a number of important topics related to the Civilian workforce. It contains individual statistics and trends, and identifies potential concerns that have been observed over the past fiscal year.

Over the past several years, the Army Civilian Corps has faced a lot of challenges that have been exacerbated by inconsistent funding and mandated force reductions. Despite these challenges, the Army Civilian Corps is resilient and continues to provide outstanding support to our Soldiers and families.

I am excited about what is to come in Fiscal Year 2018. The 2018 National Defense Authorization Act introduces many changes that will impact the Army Civilian workforce. With these changes come challenges and opportunities. I very much look forward to tackling those with you.

Thank you for your efforts to support Civilians and the Army. Together, we will champion the strength, readiness, and resiliency of our Army Civilian human resources program.

Michael E. Reheuser
Assistant G-1 for Civilian Personnel

THIS PAGE INTENTIONALLY LEFT BLANK

About Us

The Deparment of the Army's Office of the Assistant G-1 for Civilian Personnel (AG-1CP) is headquartered in Fort Belvoir, Virginia and is led by Mr. Michael E. Reheuser. The AG-1CP is responsible for managing Civilian personnel programs and implementing policies that directly affect Army Civilians.

The AG-1CP serves as an advisor to the Army G-1 and the Assistant Secretary of the Army, Manpower & Reserves Affairs (ASA M&RA) on the development and management of the Army's Civilian human resources program.

Mission

Influence, develop, manage, and assess the strategic direction of Civilian human resources plans, programs, and policies for the Army team.

Vision

Army's provider of innovative Civilian human resources solutions.

Values

AG-1CP's values are: Accountability, Collaboration, Communciation, Diversity and Inclusion, Innovation, Integrity, Personal Courage, Resiliency, Respect, and Selfless Service.

Purpose

The purpose of this report is to summarize and present the overall status of the Army's Civilian workforce.

THIS PAGE INTENTIONALLY LEFT BLANK

Army Civilians – Overview

Civilian Strength

Army Civilians comprise approximately 22% of the total force. Civilian personnel enable the Army to maximize the number of Soldiers serving in the operational force. The unique and critical skills contained in the Civilian workforce enable the Army's senior leaders to develop and maintain the most capable and effective ground combat force on earth.

There were more than 293,000 Civilians working for the Army at the end of FY17. These Civilians worked across the institutional Army in nearly 500 unique job series to include administrative, logistical, medical, technical, and engineering/science disciplines. The Army began FY17 slightly over authorization targets but reduced personnel to end the FY at just under 100% of its authorizations.

The Civilian workforce is divided into two main categories - Appropriated Fund employees and Non-appropriated fund (NAF) employees. Appropriated fund employees are further divided into: US Direct Hire serving in a Military Function (which includes US Army Reserve Technicians), National Guard Techs, Foreign National (FN) Direct Hire in a Military Function (paid for by the US), FN Indirect Hire serving in a Military Function (paid for by host nations), US Direct Hire serving in a Civil Function, and US Direct Hire in a Cemeterial Function. NAF employees includes those working in the morale, welfare, and recreation (MWR) areas. Table 1 illustrates the status of each category as of September 2017.

Composition of the Army Civilian Workforce	***Sep 2017***
US Direct Hire in Military Function	196,268
National Guard Techs	26,865
FN Direct Hire In Military Function	6,936
FN Indirect Hire In Military Function	12,861
Total Appropriated Fund in Military Function	**242,930**
US Direct Hire in Civil Function	23,484
US Direct Hire Cemeterial Function	170
Total Appropriated Fund in All Functions	**266,584**
Total Non-appropriated Fund	**26,780**
Total Civilian Strength	**293,364**

TABLE 1. END OF YEAR CIVILIAN STRENGTH AS OF SEPTEMBER 2017 - SOURCE: SF113A

There are several ways to report on the number of Civilians in the Army based on the nature of the work they perform or on their source of funding. For example, while total employment at the end of FY17 was 293,364 Civilians, the Army most often reports Civilian strength as appropriated fund employees (to include military technicians, foreign nationals, and cemeterial workers) which was 243,100 at the end of FY17. This figure excludes NAF employees and Civil Works employees, most of whom work in the Installation Management Command (IMCOM) and US Army Corps of Engineers (USACE). A detailed breakdown of Civilian strength for each month of FY17 is included in Appendix A.

Workforce Diversity

Workforce representation in the Army is strong for races/ethnicities that are not white (32%) and for employees with disabilities (11%) compared with the general Civilian labor force, which is 31% and under 4%, respectively. Female representation is at 37% in the Army compared to the general Civilian labor force at 47%. At the leadership levels (GS-15 and Senior Executive Service (SES)) the Army is underrepresented in both females (24% GS-15, 22% SES) and minorities (18% GS-15, 16% SES) relative to their percentage of the overall workforce.

The Army leads the total Civilian labor force in the employment of veterans with 50% of the workforce having previously served in the military. Veterans are well represented in leadership positions, constituting 57% of GS-15s and 44% of SES. The Veterans category includes both retired military as well as those that previously served but did not retire from service. Veterans who are retired military are an overall less diverse population, being mostly white males, but make up a significant portion of senior leadership positions; 39% at the GS-15 level and 34% at the SES level. Veterans who are prior service but not retired military are more diverse but have less representation within leadership positions, with 18% at the GS-15 level and just under 10% at the SES level.

Most Civilian employees who left the Army in FY17 (66%) had less than 15 years of service. As a result, only 36% of the Army's Civilian workforce is under the age of 45, while in the overall federal workforce it is 49%. Personnel losses are covered in more detail in Appendix B while more details on the diversity of the workforce is included in Appendix D.

Employee Engagement

The Army's perception of the workforce improved significantly in 2017. Perception is measured through a series of questions in the Federal Employee Viewpoint Survey (FEVS). Within the survey are a set of questions called the Employee Engagement Index. Employee engagement refers to "an employee's sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission." The Army's score in engagement increased over 3% points this year to nearly 68% marking the first time the Army surpassed the President's goal of 67%. The Army also improved its response rate by more than 7% points to 32%, the highest the Army has achieved since 2012. Further improvement centers on the low scores under the "Leaders Lead" subcategory, as this was the only area within the Employee Engagement Index that the Army scored lower than the 67% goal. More details on FEVS and Employee Engagement is included in Appendix C.

Civilian Human Resources Challenges and Initiatives in 2017

The Army faces several challenges – some enduring and some that come from the current strategic enviornment. Below are a few of the most significant challenges:

- Presidentially-directed hiring freeze issued during the second quarter of FY17
- Resource constraints and uncertainty of funding
- Civilian manpower reductions
- Ability to compete for key talent
- Employee Engagement

The Army continued to work on a number of key initiatives in 2017 for the strategic management of Army Civilians including, but not limited to:

- Cyber Civilian Workforce
- Civilian Employee Engagement Program
- Civilian Leader Development
- Army Intern Program

In addition to the above, there were a number of legislative provisions and strategic initiatives that impacted the Civilian workforce, directly and indirectly. The FY17 National Defense Authorization Act (NDAA) codified these initiatives. The NDAA extended the authority to grant allowances, benefits, and gratuities to Civilians on duty in a combat zone. In addition it authorized advancement of basic pay for Civilians who relocate outside of the employee's current communiting area for those with duty within the United States (U.S.) and its territories and required DoD to report the number and structure of their Civilians and contractors. Other areas covered in the NDAA included prohibiting administrative leave for more than 14 days relating to misconduct or performance, and the authorization for DoD to allow for temporary reassingment to a private-sector organization and vice versa.

Workforce Shaping and Reductions

Since 2011 the Army has undertaken a number of efforts to draw down Civilian manpower commensurate with military end strength reductions. This continued throughout FY17 and will continue to some extent until FY19.

The Army uses several methods to reduce and shape the size of the Civilian workforce. In addition to natural attrition, the Voluntary Early Retirement Authority (VERA) and Voluntary Separation Incentive Payment (VSIP) mechanisms enable the Army to avoid the implentation of a reduction in force (RIF). The Army reduced its usage of VERA/VSIP as the workforce approached FY17 authorization targets. As the Army faces the continuing challenge of shaping its workforce to meet future demands, voluntary measures like attrition and VERA/VSIP may not provide organizations with the felxibility they require to shape the workforce to maintain the right balance of specialties and grades in all circumstances. For this reason, additonal authorities beyond VERA/VSIP may be beneficial at select locations to achieve the right balance of functions going forward. More details on VERA/VSIP usage is included in Appendix E.

Time to Fill

A Civilian workforce metric that is closely followed in the Army is the amount of time it takes to fill vacant positions, or fill time. In FY17, the Army's fill time for all recruit fills was 100 days on average, which exceeds the OPM goal by 20 days. However, this figure masks major disparity that occurs at the organizational level, where at least five organizations' fill time is 130 days or more on average. More details on fill time is included in Appendix F.

Personnel Management Evaluations

The Army continues to execute evaluations of the Civilian human resources system as required by law and the Code of Federal Regulations, Department of Defense instructions, and Army policies. These evaluations include assessements of programs, review of records, surveys, interviews, and on-site visits. They are holistic looks at organizations and their servicing civilian personnel advisory centers. These visits also provide insights to Army leaders on what is going on with Civilians where it counts—the workplaces and offices that execute the Army's mission of defending the nation.

In most cases, the evaluations show that the Army is executing policies and regulations to standard—and, in some cases, taking the initiative to make Civilians even more effective in their work. The most common deficiencies found involve improper use of awards and inapprorpiate use of the VERA/VSIP program.

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix A: Civilian Strength and Execution

The total number of Army Civilian personnel dropped slightly in FY17 (Tables 2 and 3). The decrease in personnel is primarily attributed to the reduction in the U.S. Direct Hires Military Function workforce, which decreased by 2,461 personnel. This is the population that is most affected during a drawdown as the Army directly controls the funding for these Civilians. The remainder of the categories, which includes Foreign Nationals, Civil Function, and Non-appropriated Fund Civilians remained relatively consistent across the FY.

Army Civilian Personnel Strength	FY17											
by Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Military Function												
US Direct Hire in Military Function	198,729	198,733	199,006	198,165	197,665	196,301	196,256	196,009	196,417	196,410	195,922	196,268
National Guard Techs	27,474	27,481	27,547	27,408	27,056	26,919	26,819	26,808	27,190	27,222	27,255	26,865
FN Direct Hire In Military Function	6,869	6,882	6,905	6,921	6,904	6,885	6,878	6,910	6,887	6,894	6,889	6,936
FN Indirect Hire In Military Function	12,727	12,771	12,765	12,786	12,774	12,774	12,823	12,874	12,857	12,859	12,822	12,861
Total in Military Function	245,799	245,867	246,223	245,280	244,399	242,879	242,776	242,601	243,351	243,385	242,888	242,930
Civil Function												
US Direct Hire in Civil Function	23,188	23,011	22,837	22,648	22,661	22,644	22,775	23,413	23,726	23,960	23,710	23,484
US Direct Hire Cemeterial Function	176	176	178	176	174	173	174	180	183	181	175	170
Total in Civil Function	23,364	23,187	23,015	22,824	22,835	22,817	22,949	23,593	23,909	24,141	23,885	23,654
Non-appropriated Fund	27,288	27,288	26,888	26,876	26,253	26,101	26,084	26,329	26,727	26,831	26,966	26,780
Total Civilian Strength	296,451	296,342	296,126	294,980	293,487	291,797	291,809	292,523	293,987	294,357	293,739	293,364

TABLE 2. FY17 CIVILIAN STRENGTH BY FUNDING SOURCE - SOURCE: SF113A

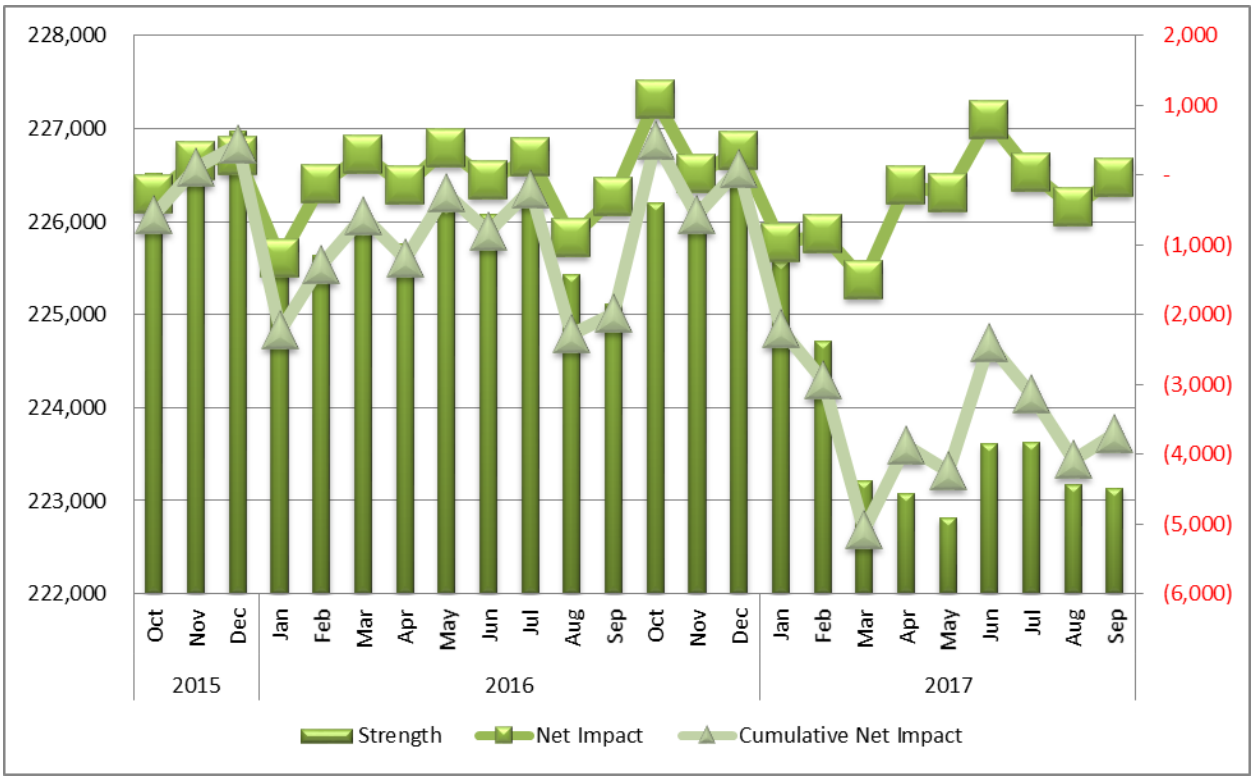


TABLE 3. FY16-17 CIVILIAN STRENGTH - USDH MILITARY FUNCTION (INCLUDING ARNG TECHS) - SOURCE: SF113A

As shown in Table 4, the number of Civilians on-hand at the end of the FY was well below FY17 authorizations as outlined in the President's Budget (PB)17. The majority of the drawdown has been completed and it is expected that authorizations will level out in future years. There is a slight risk that the Army may over execute its authorization targets, but the Army is within manageable levels to be able to adjust to ensure that authorization targets are met.

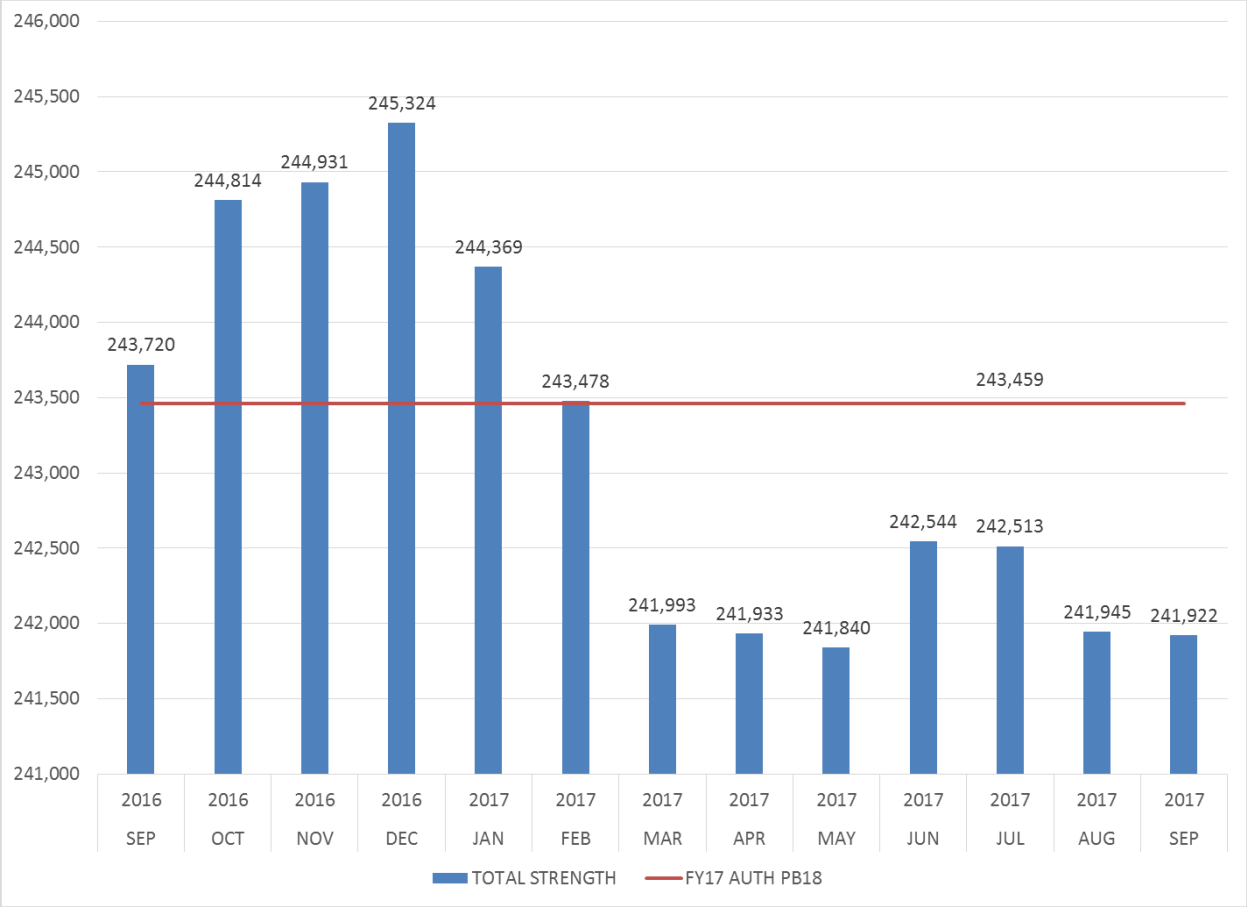


TABLE 4. FY17 CIVILIAN EXECUTION TO FY17 AUTH – SOURCE: SEP 16 STRENGTH VS AUTHORIZATION REPORT; PRESIDENT'S BUDGET 17

Most organizations ended FY17 under or at authorizations. The organizations that exceeded their authorizations by more than 3% were Army Materiel Command, Army Medical Command, USACE, Military Entrance Processing Command, Headquarters Department of the Army, and US Army Central. Table 5 contains Civilian execution by organization. In Table 5, the "Sep 17" column contains the number of Civilians on-hand at the end of the FY while the "FY17 AUTH PB18" column contains the total number of Civilian authorizations. The "Current to FY17 Auth" column contains the difference between on-hand and authorizations with figures in parentheses indicating a shortage.

Command	Sep 17	FY17 AUTH PB18	Current to FY17 Auth	Command	Sep 17	FY17 AUTH PB18	Current to FY17 Auth
Army Materiel Command	60,308	55,676	4,632	Criminal Investigation Command	864	924	(60)
Army Medical Command	42,671	41,105	1,566	Space and Missile Defense Command	839	882	(43)
Installation Management Command	27,978	30,493	(2,515)	U.S. Military Academy	726	740	(14)
Army National Guard	27,636	28,097	(461)	U.S. Southern Command	506	614	(108)
Training and Doctrine Command	12,707	14,051	(1,344)	U.S. Africa Command	386	488	(102)
Office of the Secretery of the Army	10,336	10,640	(304)	U.S. Army Central	341	193	148
U.S. Army Corps of Engineers	10,268	8,937	1,331	Army War College	328	322	6
Army Reserve Command	8,254	9,215	(961)	U.S. Army Cyber Command	298	288	10
U.S. Army Pacific	7,398	7,785	(387)	U.S. Army North	287	309	(22)
U.S. Army Acquisition Support Center	4,842	5,209	(367)	U.S. Europeaen Command	286	418	(132)
Army Network Enterprise Technology Command	4,805	5,689	(884)	U.S. Army South	240	326	(86)
U.S. Army Europe	3,957	3,861	96	Military District of Washington	234	261	(27)
Intelligence and Security Command	3,679	4,219	(540)	North Atlantic Treaty Organization	209	206	3
Army Test and Evaluation Command	3,483	4,321	(838)	U.S. Army Africa	200	225	(25)
Military Entrance Processing Command	2,582	2,330	252	Arlington National Cemetery	170	201	(31)
U.S. Army Special Operations Command	2,411	2,672	(261)	U.S. Forces Korea	106	126	(20)
Forces Command	2,148	2,336	(188)	Office of the Chief, Army Reserve	73	85	(12)
OSA Executive Agency	1,519	174	1,345	Director, Army National Guard	16	3	13
Headquarters Department of the Army Interns	1,178	-	1,178	Joint Mission Areas	9	10	(1)

TABLE 5. FY17 CIVILIAN EXECUTION BY ORGANIZATION TO FY17 AUTH - SOURCE: SEP17 STRENGTH VS AUTHORIZATION REPORT; PRESIDENT'S BUDGET 17

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix B: Workforce Losses

This appendix discusses the losses that occurred over the course of FY17. The Army tracks losses to understand workforce churn. There are two main categories of losses that can occur: an "Army loss", (which includes retirement; resignation; death; left the Army to work for another federal agency or the private sector; and others) and a "non-separation loss" (a person is still employed with the Army but is not receiving a paycheck; such as leave without pay, sabbaticals, or other instances when a person is placed in an inactive status.) The data shown in this Appendix is for Army losses only.

In FY17, more than 40,000 people (or 19%) left the Army's U.S. Direct Hire workforce. The Army's attrition rate has been relatively consistent over the past ten years, however the attrition rate is not consistent across years of service, age, and gender. Tables 6 and 7 provide more detail.

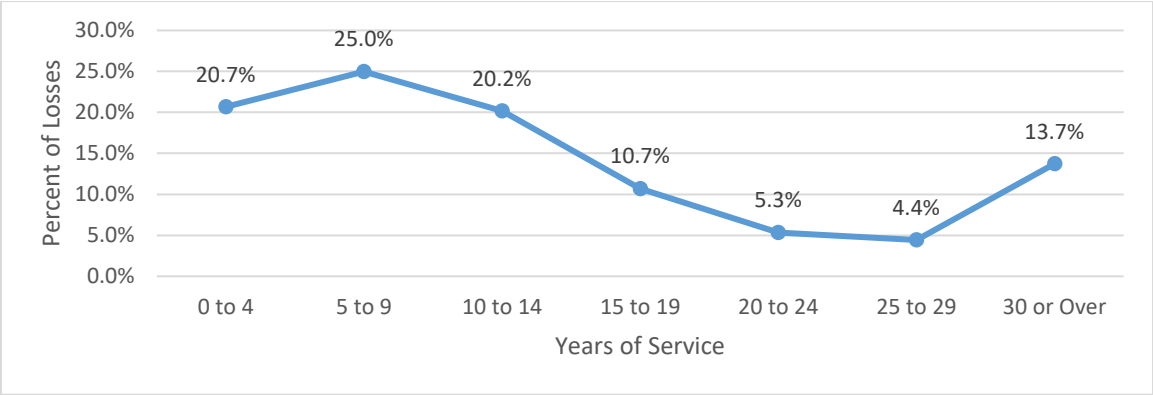


TABLE 6. FY17 PERCENT OF LOSSES BY YEARS OF SERVICE - SOURCE: EOM SEP 17 WASS

Nearly 46% of all FY17 losses had less than ten years of federal civilian service while almost 66% of all losses had fewer than 15 years of service. The data does not indicate how many of these people left federal service entirely or moved to another federal agency. The data also does not identify gaps in service or if someone spent their entire federal career with the Army or with multiple agencies (a RAND Arroyo report attempts to address these topics.)

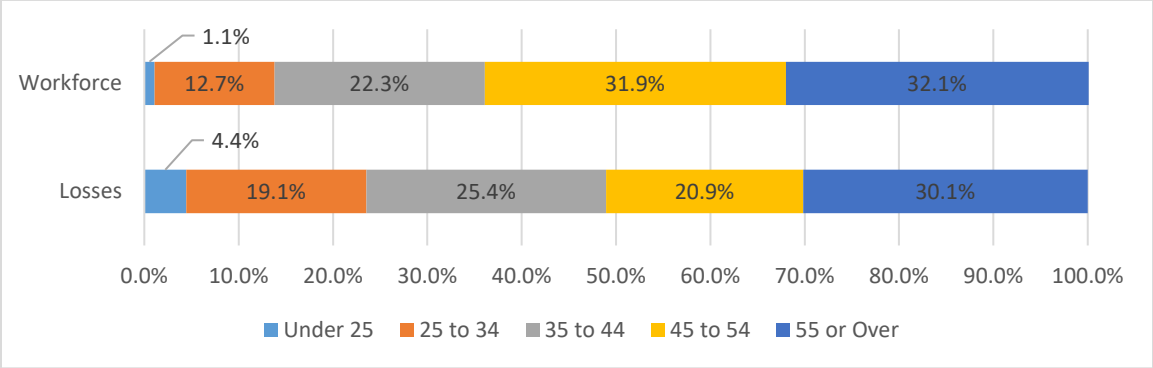


TABLE 7. FY17 LOSSES BY AGE GROUPS - SOURCE: EOM SEP 17 WASS

The median age of losses was five years younger than the overall workforce. The difference in age distribution is illustrated in Table 7. As shown, younger age groups had higher losses compared to their distribution across the workforce. For example, while just under 14% of the workforce is under age 35, this group accounted for nearly 24% of losses.

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix C: Employee Engagement

Every year OPM sends out the FEVS survey to a subset of the population of all federal agencies to measure "government employees' perceptions of their work experiences, their agencies, and their leaders." FEVS provides the workforce the opportunity to provide feedback on their work environment which allows leadership insights into workforce perceptions, strengths, and challenge areas specific to their agency. Since 2015, the Army has committed itself to raising the "employee engagement index"; a part of the FEVS. Employee engagement refers to "an employee's sense of purpose that is evident in their display of dedication, persistence and effort in their work or overall attachment to their organization and its mission." The Army's interest in improving employee enagagement was a direct result of the Army tieing for second-to-last place out of all the large agencies measured in 2014. In addition, the President set a goal of 67% for employee enagagement within the Federal government, which the Army exceeded for the first time in 2017.

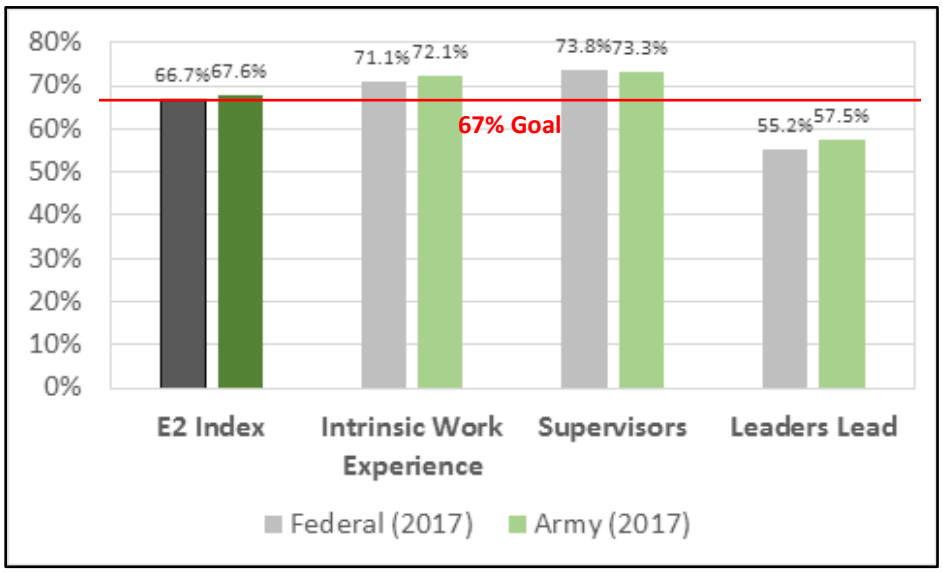


TABLE 8. 2017 EMPLOYEE ENGAGEMENT INDEX RESULTS - SOURCE: OPM

The employee enagagement index is a composite score that is comprised of three sub categories:

- Intrinsic Work Experience: This reflects *"employee feelings of motivation and competency relating to their roles in the workplace."*
- Supervisors: This *"describes the interpersonal relationship between employee and supervisor."*
- Leaders Lead: Illustrates *"employee perceptions of the integrity of leadership."*

The Army's score increased more than 3% points to nearly 68%, surpassing the 67% target (Table 8). These results are the highest the Army has achieved since 2012. The largest increase from 2016 was in the Leaders Lead sub-index, but there were significant increases across all three sub-indicies and on all FEVS questions. In addition, the Army's response rate improved by over 7% points to 32%.

The Army also tracks an index called the inclusion quotient (IQ) index which includes five sub categories: fair, open, cooperative, supportive, and empowered. The IQ is a "measure of employees' sense of inclusions in their workplaces – meaning how fair, open, cooperative, supporting and empowering they perceive their workplaces to be." Overall, most sub-indicies are below the OPM strength indicator, with fairness being perceived to be the lowest factor within this index (Table 9). However, the Army excelled in the perception of a supportive work environment, scoring well above the 65% strength indicator.

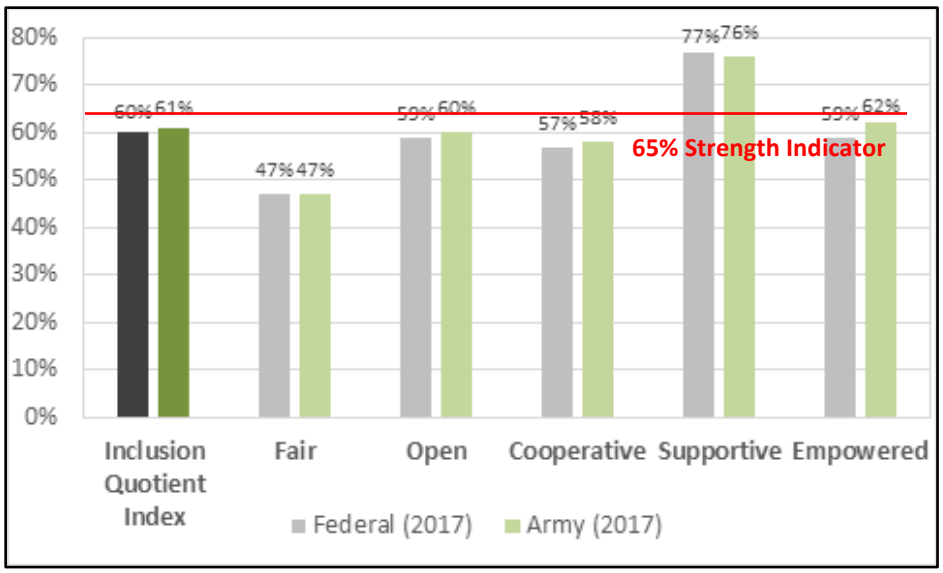


TABLE 9. FY17 INCLUSION QUOTIENT (IQ) INDEX RESULTS - SOURCE: OPM

To view the details provided in this report and results at the organizational-level, Army personnel with accounts may access this information from the OPM FEVS Online Reporting and Analysis Tool. The tool web address is: https://www.dataxplorer.com/DefaultFEVS.aspx?mode=fv. Contact the Office of the Assistant G-1 for Civilian Personnel, Civilian Personnel Evaulation and Analysis Office, for an account.

In order to maximize the return of enagagement from the FEVS results, the Civilian Workforce Transformation (CWT) team, which is leading Army's efforts to maximize employee engagement, recommends reviewing the FEVS reports and other resources by forming an action planning team to identify improvement areas. The team can be comprised of any combination of leadership and employees and utilize FEVS or any other resources available to them. Clear, acheivable goals should be identified and a realistic plan to include timeframes and a way of measuring/tracking success should be developed. Actions should then be implemented and should involve leadership at all levels within the organization. The action planning team should continue to monitor and evaluate progress and should be transparent with employees. Communication is key.

The Army also utlizes the "Best Places to Work" survey as a measure of employee engagement. Produced by the nonprofit, nonpartisan Partnership for Public Service and Deloitte, rankings are calculated based on results from three specific FEVS questions that are most likely to predict an employees' intent to remain with their current agency. The rankings have been released annually since 2003 and in 2017 included over 498,000 federal employees from 200 organizations. The Army's ranking within the large federal agencies category improved from 16th out of 18 in 2016 to 13th in 2017.

Increases across the FEVS and Best Places to Work Surveys demonstrate that the Army is on the right track to improving the quality and experience for Civilians within the workplace. Despite this success, there is more work to be done. The Army is striving to increase employee engagement results in the FEVS and has set a goal to be a Top 10 Best Place to Work by 2020.

Appendix D: Workforce Diversity

Overview

On August 18, 2011, President Obama signed an Executive Order titled "Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce." This order directed federal agencies "to draw upon the talents of all parts of society and allow the federal government to tap diverse perspectives to overcome the nation's greatest challenges." This appendix provides statistics on the current diversity of the Army workforce while Table 10 illustrates the five diversity categories and how the Army compares to the overall Federal Workforce and the general civilian workforce as tracked by the Bureau of Labor Statistics (BLS).

Female
Army - 37%
BLS - 47%
Federal - 43%

Veteran
Army - 50%
BLS - 6%

Disability
Army - 10%
BLS - 4%

Minority
Army - 32%
BLS - 31%
Federal - 37%

Median Age
Army - 50 (Average - 48)
BLS - 42

TABLE 10. FY17 WORKPLACE DIVERSITY OVERVIEW – SOURCE: END OF MONTH SEP 17 WASS, BUREAU OF LABOR STATISTICS (BLS.GOV), AND OFFICE OF PERSONNEL MANAGEMENT (OPM – FEDSCOPE)

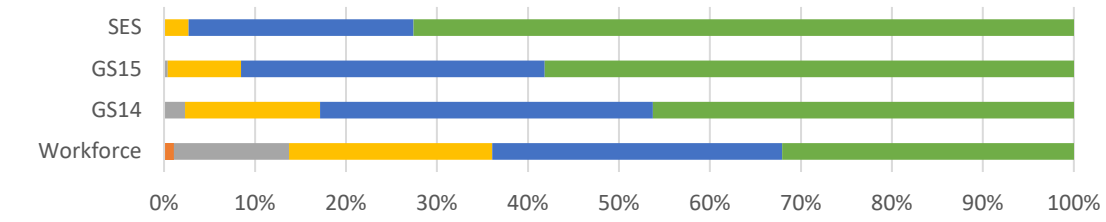
In FY17 the Army mirrored or exceeded the representation of the total U.S. labor force in three out of five diversity categories (veteran, disability, and minority). Half of the Army's Civilians are military veterans (which includes retired military and prior service but not retired) compared to only 6% of the entire labor force, while 10% of Army personnel have a disability compared to 4% in the U.S. labor force. Army minority representation is 32%, while the total labor force is 31%. The Army's female population is underrepresented at 37% compared to 47% of the total labor force. The Army's overall workforce median age is 50, which is eight years higher than that of the U.S. labor force.

In the aggregate the Army is well represented compared to the BLS. However, representation at the leadership levels (GS-14-15 and SES) is lagging. Female representation drops at least ten points or more to 27.7% in GS-14s, 23.7% in GS-15s, and 21.6% in SES. Personnel identifying as a minority drops at least seven percentage points or more to 25% in GS-14s, 18% in GS-15s, and 16.6% in SES. In addition, individuals with disabilities decreases significantly to 4% from 10%, however this is representative of the U.S. labor force. The number of veterans is mixed at the leadership levels. Veteran representation decreases for GS-14s and GS-15s at 47.2% and 43%, respectively. It then increases significantly to 56.4% for SES. The workforce age is the only item measured that increases at the leadership level, which to some extent is expected. The median age increases by up to eight years, 54 years in GS-14s, 56 years in GS-15s, and 58 years in SES. The following sections describe the workforce diversity in more detail.

Age Representation

The overall Army Civilian workforce is 8 years older than the total labor force. The median age has modulated slightly back and forth over time and is back to what it was in 2006. The *average* age of the Civilian workforce is 48 years. This is two years lower than the median and consistent with the data

from FY15 and FY16. The fact that the median is larger than the average means that the age distibution is skewed to the right, meaning the Army population has a wider range of individuals that are older.



	Workforce	GS14	GS15	SES
Under 25	1.1%	0.0%	0.0%	0.0%
25 to 34	12.7%	2.3%	0.4%	0.0%
35 to 44	22.3%	14.8%	8.1%	2.7%
45 to 54	31.9%	36.6%	33.4%	24.7%
55 or Over	32.1%	46.3%	58.2%	72.6%
Average Age	48	53	55	58
Median Age	50	54	56	58

TABLE 11. FY17 WORKFORCE - AGE - SOURCE: EOM SEP 17 WASS

Approximately 32% of the Army Civilian workforce is 55 years old or older while only 14% are under 35. According to the BLS, only 23% of the US labor force are 55 or older and 35% are under 35. As illustrated in Tables 11 and 12, the Army Civilian workforce is significantly underrepresented in ages 16-24 years and significantly overrepresented in ages 45-64 years.

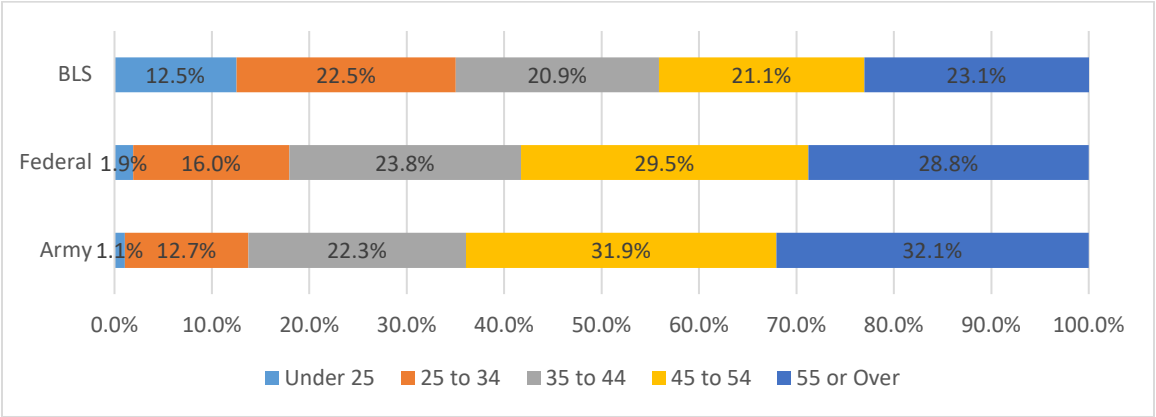


TABLE 12. FY17 WORKFORCE– AGE BY COMPONENT - SOURCE: END OF MONTH SEP 17 WASS, BUREAU OF LABOR STATISTICS (BLS.GOV), AND OFFICE OF PERSONNEL MANAGEMENT (OPM – FEDSCOPE)

Fifty percent of the Army's workforce are veterans. About 40% of our veterans have retired with at least 20 years of service, which contributes to the Army having an older workforce. While the Army utilizes its intern programs to bring in younger talent, these programs only comprise about 1% of the Army workforce. Additionally, many of the Army's interns do not come right out of college.

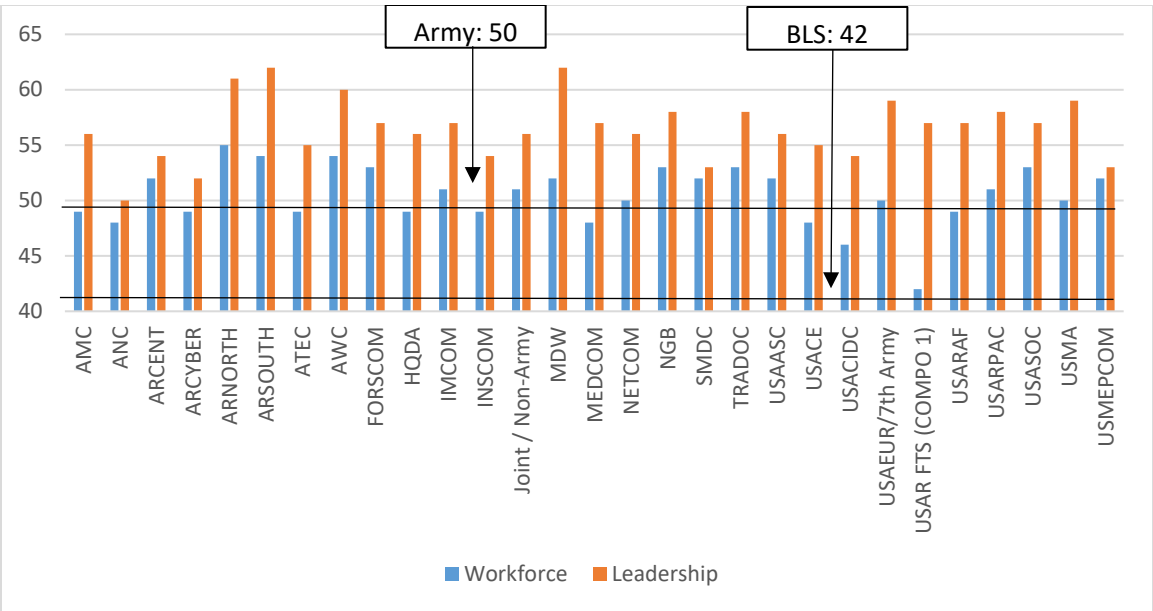


TABLE 13. FY17 WORKFORCE – MEDIAN AGE BY ORGANIZATION – SOURCE: EOM SEP 17 WASS

The median age for each organization's workforce is similar to that of the entire Army at around 50 years. The range is approximately 13 years – from a low of 42 years in the USAR to a high of 55 years at ARNORTH. The leadership of the organizations shown in Table 13 are older than the overall workforce. There is a similar range, from a low of 50 years at ANC to a high of 62 years at ARSOUTH and MDW. On average, a organization's leadership was approximately six years older than the workforce, which mirrors that of the entire workforce. However, organizations like MDW and USAR were 10 and 15 years higher, respectively.

Female Representation

As detailed in the introduction to this appendix, female representation in leadership positions lags behind their overall representation in the workforce. The figures for the Army's female workforce are in Table 14 below.

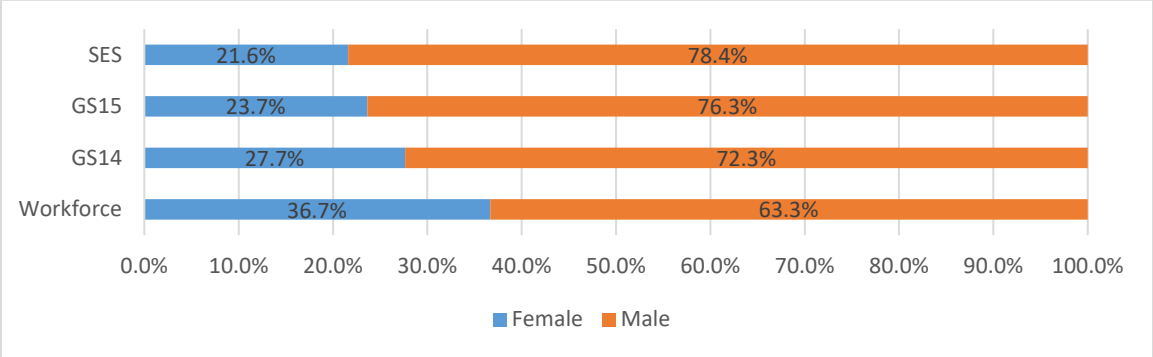


TABLE 14. FY17 WORKFORCE –FEMALE REPRESENTATION – SOURCE: EOM SEP 17 WASS

While the majority of organizations mirror the Army's under representation of women, there are some that vary greatly (Table 15). ARNORTH has the lowest percentage of female representation in their workforce at 18%. All other organizations have at least a 22% female representation.

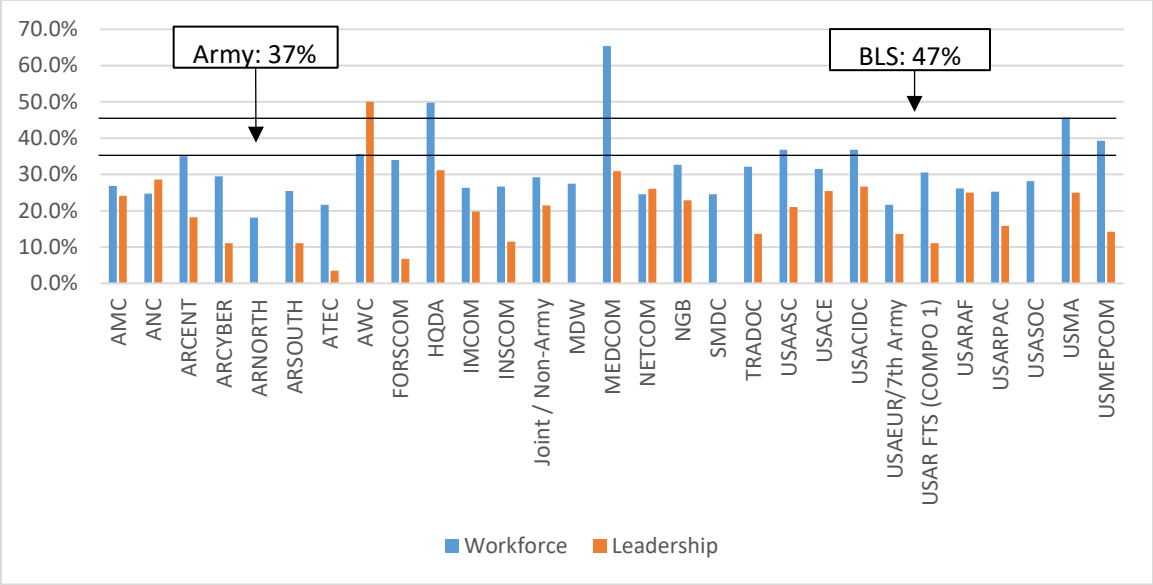
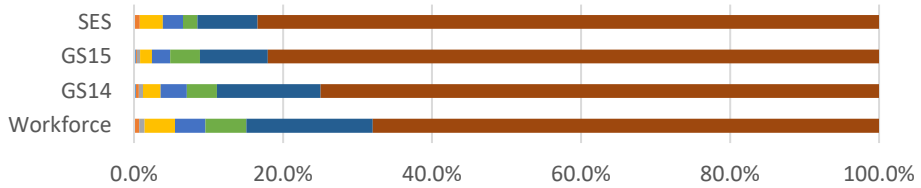


TABLE 15. FY17 WORKFORCE - FEMALE REPRESENTATION BY ORGANIZATION – SOURCE: EOM SEP 17 WASS

Only two organizations represented n Table 15 have a higher percentage of female employees than the BLS average. MEDCOM has 65% female representation in their workforce and HQDA, which has 50% women. In leadership positions (GS15 and SES), the only organization to meet or exceed the BLS representation is AWC.

Race/Ethnicity Representation

Employees are not required to provide their ethnicity to their employer. Nor is there any verification of minority status. Therefore it is possible that the Army (and all federal employers) is either under or over reporting minority workforce participation. For those that self-identify as a minority, Army's participation rate is consistent with that of the U.S. labor workforce (32% vs. 31.2%), and is up from FY16 numbers (30%). African Americans comprise the largest percentage of Army's minority employees. While the Army is well represented when it comes to minorities in the aggregate, the number declines rapidly in leadership positions. (GS-15 is 18% and SES is 15.6%)



	Workforce	GS14	GS15	SES
BLANK	0.1%	0.3%	0.3%	0.0%
Hawaiian or Pacific Islander	0.6%	0.4%	0.1%	0.8%
American Indian or Alaskan	0.7%	0.5%	0.4%	0.0%
Hispanic	4.1%	2.4%	1.6%	3.1%
Asian	4.1%	3.5%	2.5%	2.7%
Mixed Race	5.5%	4.0%	4.0%	1.9%
African American	16.9%	13.9%	9.1%	8.1%
White	68.0%	75.0%	82.0%	83.4%

TABLE 16. FY17 WORKFORCE – MINORITY – SOURCE: EOM SEP 17 WASS

Minority representation varies significantly across organizations, with the majority meeting or exceeding representation of the entire labor force. However, a common theme across organizations is that there is less minority representation at the leadership levels than within in the entire workforce. There were two organizations (ARCYBER and ARCENT) that exceeded 31% representation within leadership. Likewise, two organizations have extremely low minority representation, AWC and USMA, both with under 17% representation.

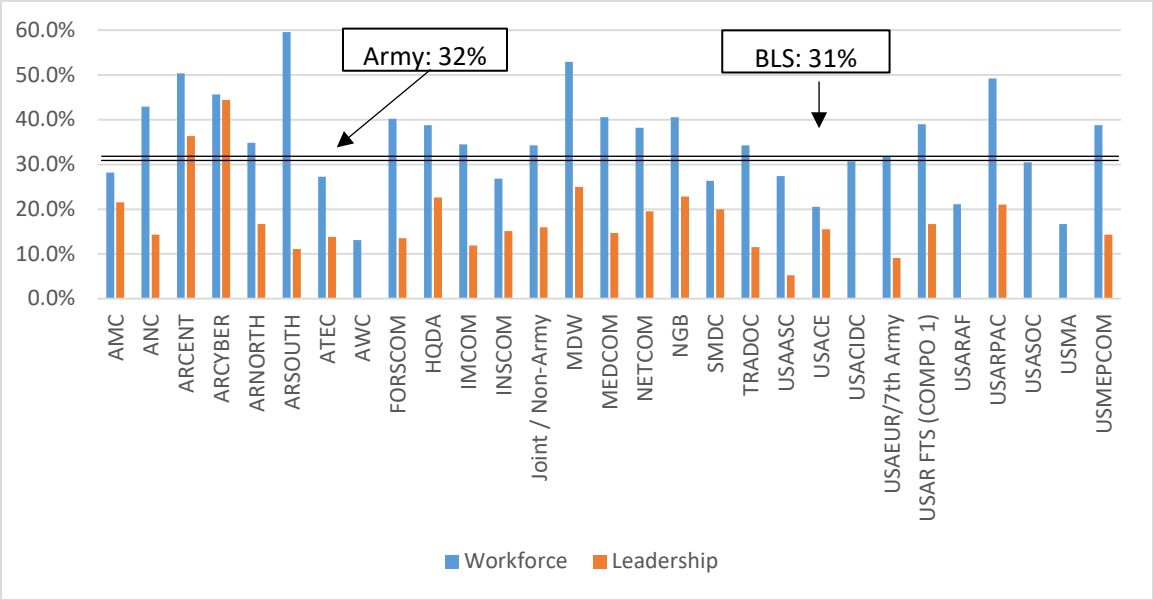


TABLE 17. FY17 WORKFORCE – MINORITY REPRESENTATION BY ORGANIZATION – SOURCE: EOM SEP 17 WASS

Disability Representation

In FY17, the Army continued to exceed the BLS in representation of persons with a disability at 10% and 4%, respectively (Table 18). While disability representation varies from organization to organization, all organizations outperformed the BLS in the aggregate. Most organizations also tend to have a higher representation in the workforce than they do in their leadership positions. The organizations that outperformed their workforce with disability representation in their leadership were: ARNORTH, ARSOUTH, FORSCOM, INSCOM, MDW, MEDCOM, SMDC, TRADOC, CIDC, USAR, USARPAC, and USASOC. (Table 19).

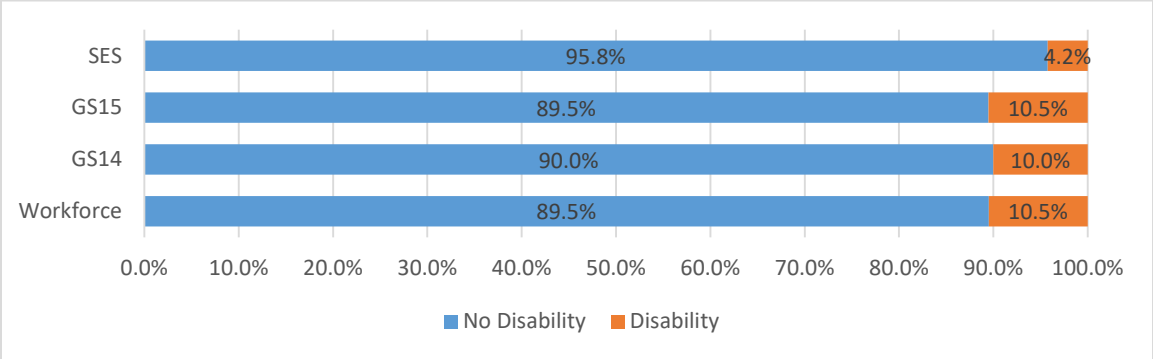


TABLE 18. FY17 WORKFORCE - DISABILITY REPRESENTATION – SOURCE: EOM SEP 17 WASS

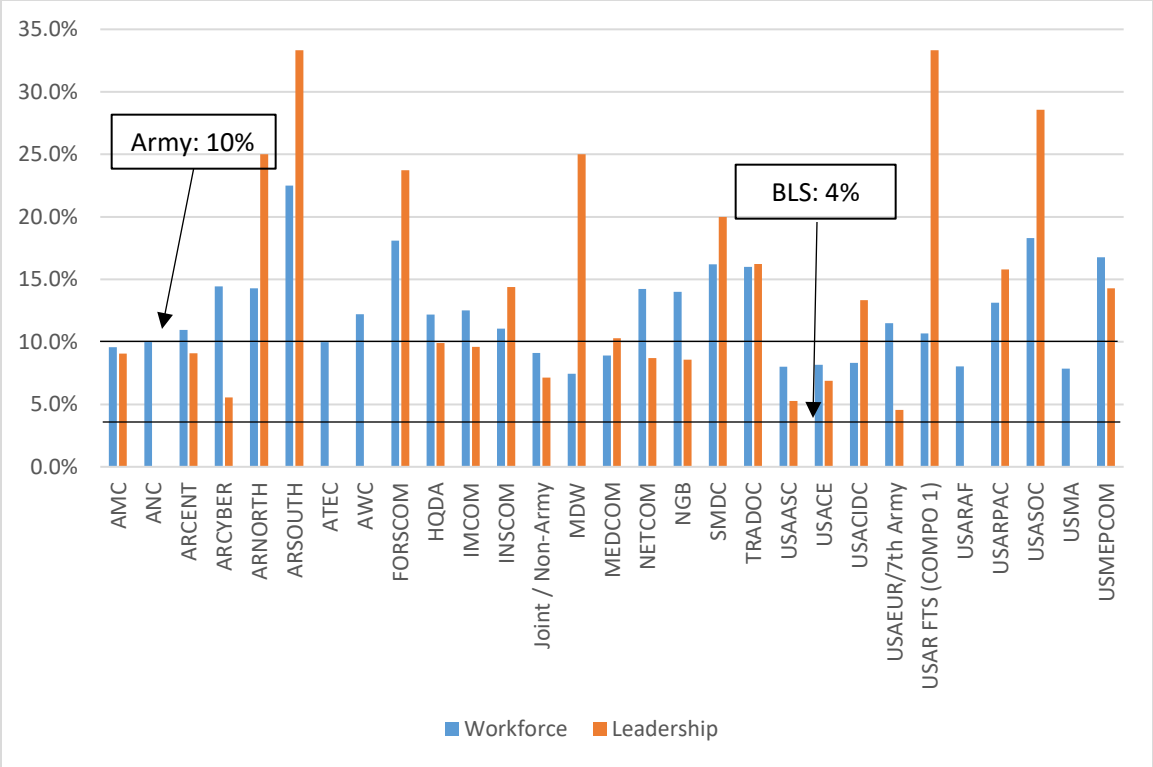


TABLE 19. FY17 WORKFORCE – DISABILITY REPRESENTATION BY ORGANIZATION – SOURCE: EOM SEP 17 WASS

Veteran Representation

In FY17 military veterans constituted 50% of the Army Civilian workforce, which significantly exceeds the U.S. labor force at 6%. The 50% figure increases in GS-14 and GS-15 positions to 52.8% and 57.0%, respectively, while veteran representation in the SES Corps stands at 43.6% (Table 20). Of the Army's Civilian workforce veterans, 20.1% are retired and 29.8% previously served but did not retire (i.e. completed one or more tours of duty).

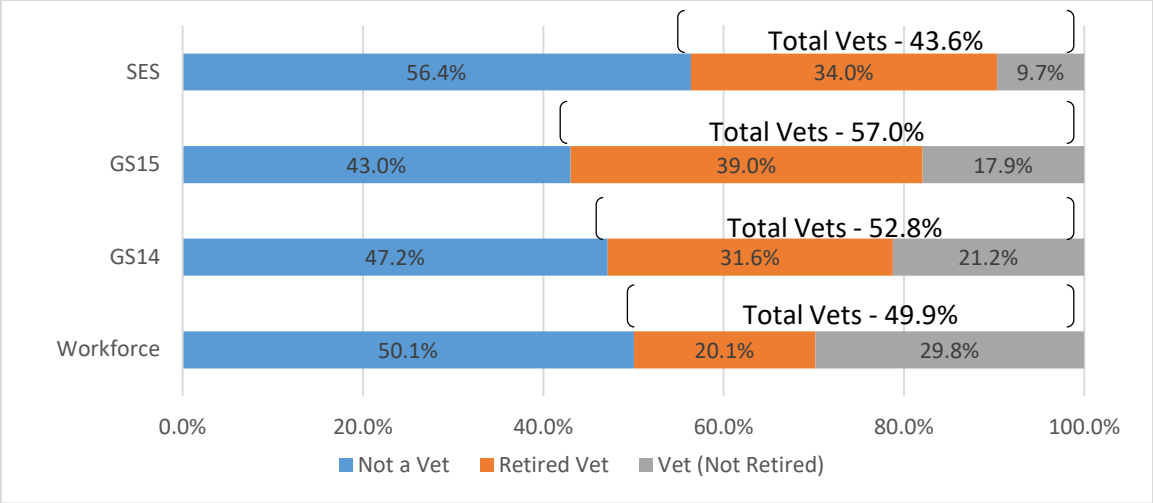


TABLE 20. FY17 WORKFORCE - VETERAN REPRESENTATION – SOURCE: EOM SEP 17 WASS

At the organizational level, six organizations have fewer veterans as a percentage of their workforce than the overall Army (AMC, ATEC, MEDCOM, USAASC, USACE, and USMA.) There were eight organizations that exceeded 90% veteran representation in either the overall workforce or leadership positions (ARCYBER, ARNORTH, AWC, FORSCOM, MDW, USAR, USASOC, and MEPCOM.) Five of these organizations had 100% representation within the GS-15 and SES levels (Table 21).

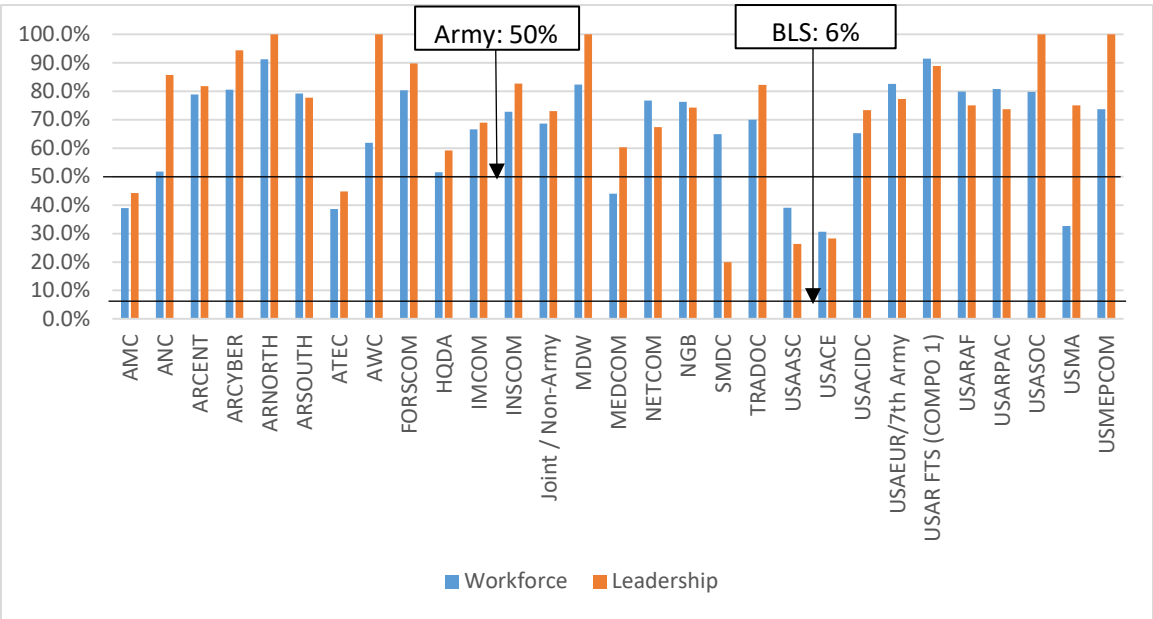
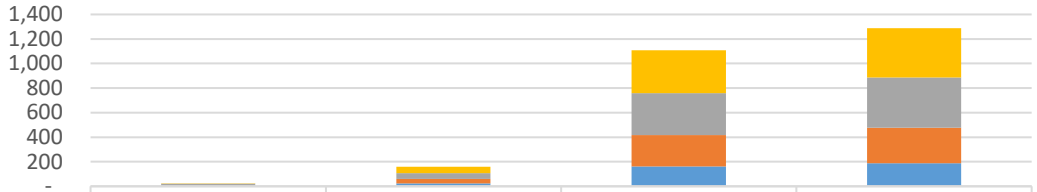


TABLE 21. FY17 WORKFORCE - VETERAN REPRESENTATION BY ORGANIZATION – SOURCE: EOM SEP 17 WASS

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix E: Voluntary Early Retirement Authority & Voluntary Separation Incentive Payment Usage

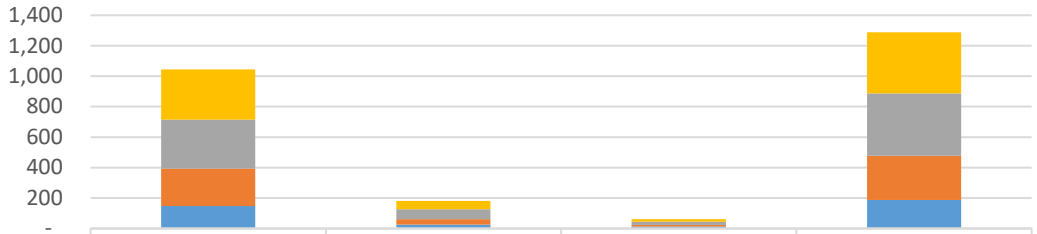
VERA and VSIP actions are two different authorities authorized by OPM that can be used to restructure the workforce. VERA allows organizations that are undergoing restructuring, downsizing, transfer of function, or any other reorganization to temporarily lower the age and service requirements to increase the number of employees who are eligible. VSIP allows organizations that are restructuring or downsizing to offer employees a payment incentive of up to $40,000 to voluntarily separate. The 2017 NDAA increased the incentive amount from $25,000; the first increase since it was established in 1993, adjusting for inflation. By offering these options to employees, the Army can minimize or potentially avoid involuntary separations through the use of a RIF, which can be costly.



	VERA Only	VERA + VSIP	VSIP Only	Total
FY17 Total	24	158	1,107	1,289
Q4	3	52	347	402
Q3	20	46	343	409
Q2	-	35	255	290
Q1	1	25	162	188
FY17 Total	$-	$5.41	$36.62	$42.03

TABLE 22. FY16 VERA & VSIP USAGE AND COST – SOURCE: HQACPERS

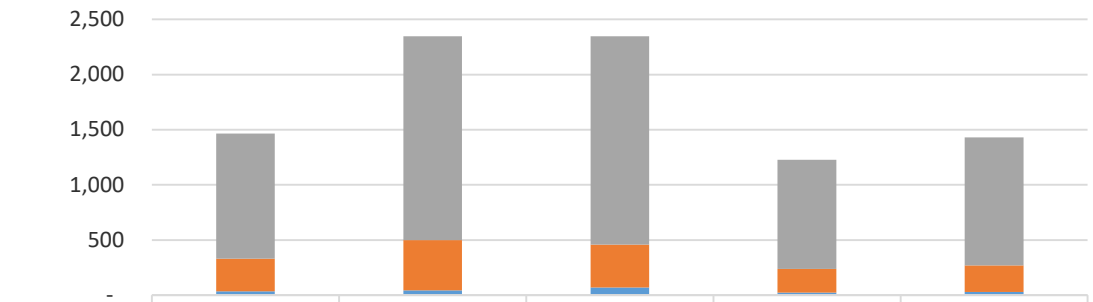
Approximately 1,300 people took advantage of VERA/VSIP in FY17 (slightly fewer than in FY16.) The majority of these actions were retirements, with only 19% of them being resignations or early retirements (5% and 14%, respectively). Likewise, the majority of people took a VSIP only (86% in FY17). Twelve percent of the employees that participated in the program took advantage of VERA and VSIP, while only 2% took advantage of VERA only.



	Retirement	Early Retirement	Resignation	FY17 Total
Q4	330	55	17	402
Q3	322	66	21	409
Q2	245	35	10	290
Q1	148	26	14	188
FY17 Total	1,045	182	62	1,289

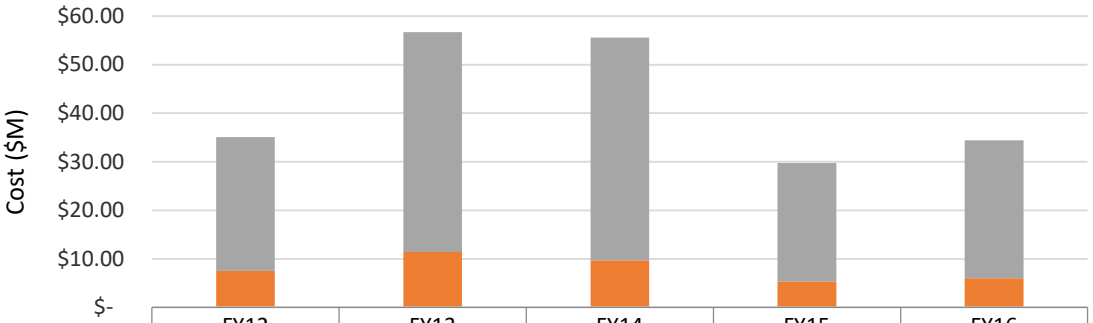
TABLE 23. FY17 VERA & VSIP USAGE BY NATURE OF ACTION CODE – SOURCE: HQACPERS

While the total number of VERA and VSIP actions a year has fluctuated for the past five years, the distribution by type has remained relatively consistent. The total cost for VSIP in FY17 was a little over $42 million (Table 25). Even though the maximum VSIP incentive payout increased from $25,000 to $40,000, the overall cost of VSIP was only approximately $9 million more than FY16 and was not as costly as FY13 or FY14. Historical usage and cost are provided in Tables 24 and 25.



	FY12	FY13	FY14	FY15	FY16
VSIP Only	1,132	1,846	1,888	990	1,160
VERA+VSIP	296	456	388	215	240
VERA Only	36	44	70	23	29
Total	1,464	2,346	2,346	1,228	1,429

TABLE 24. HISTORICAL VERA/VSIP USAGE FY12-16 - SOURCE: HQACPERS



	FY12	FY13	FY14	FY15	FY16
VSIP Only	$27.55	$45.25	$45.90	$24.37	$28.42
VERA+VSIP	$7.38	$11.39	$9.67	$5.37	$6.00
VERA Only	$0.15	$0.04	$-	$-	$-
Total	$35.09	$56.68	$55.58	$29.74	$34.42

TABLE 25. HISTORICAL VERA/VSIP COST FY12-16 - SOURCE: HQACPERS

The number of VERA and VSIP actions completed in FY17 by organization is shown in Table 26. Nearly 80% of all actions occurred in five organizations: IMCOM (422), AMC (255), TRADOC (142), MEDCOM (121), and HQDA (74). These organizations are large with multiple locations across the world, having 61% of the entire Civilian authorizations in the Army (Force Management System Web Site – FMSWeb).

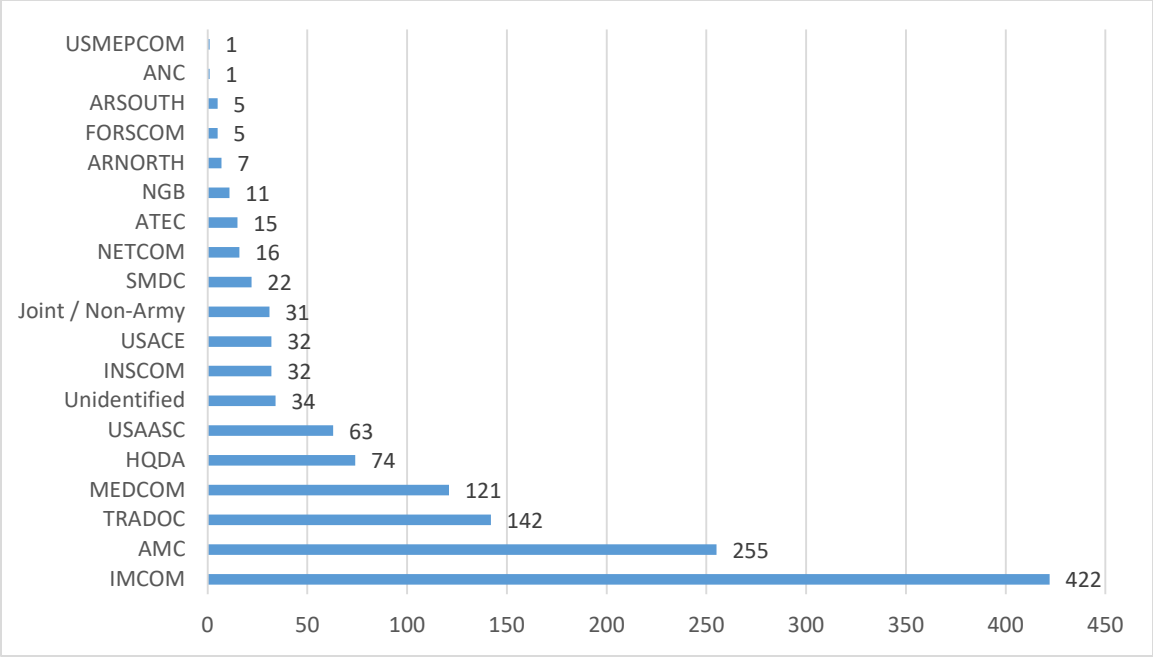


TABLE 26. FY17 VERA & VSIP USAGE BY ORGANIZATION - SOURCE: HQACPERS

While organizations like IMCOM and TRADOC are understrength in the aggregate, sub-organization units may or may not be understrength. Likewise, these authorities may be used to reduce the number of personnel employed or to restructure the workforce to meet mission objectives without reducing the overall number of personnel. Given the large number of personnel at these organizations, they would likely have more of a need to restructure or realign their workforces and would have a large number of people willing to retire.

THIS PAGE INTENTIONALLY LEFT BLANK

Appendix F: Time to Fill

An important aspect of the Army's ability to maintain Civilian personnel to support pivotal missions is its ability to hire new personnel into vacant positions. OPM prescribes an ideal timeline for hiring of 80 days. The Army measures time to fill from the initiation of the request for personnel action (RPA) to entrance on duty (EOD). Fill time excludes specific event codes that indicate an action is being held due to an event outside the Army's control. An example of this would be a hold for active duty military release which is used when a veteran is selected for a position and entry on duty because his/her release from active duty is delayed. Another example of a hold event beyond the Army's control would be an extended information technology (IT) system outage.

In FY17, the Army's time to fill for all recruit fills fluctuated from a high of 121 days prior to the hiring freeze to a low of 63 days during the peak of the hiring freeze. This is approximately 100 days on average, exceeding OPM's goal by 20 days. Over the past two years, excluding the hiring freeze, the Army's average hiring timeline has only achieved parity with the OPM objective in a few instances, all of which occurred in 2014. Since then, the Army's hiring timelines have routinely exceeded 90 days. Forecasting out, the AG-1CP assesses that the hiring timelines will remain consistent; with no changes to current trends, hiring timelines may actually accelerate by two days on average.

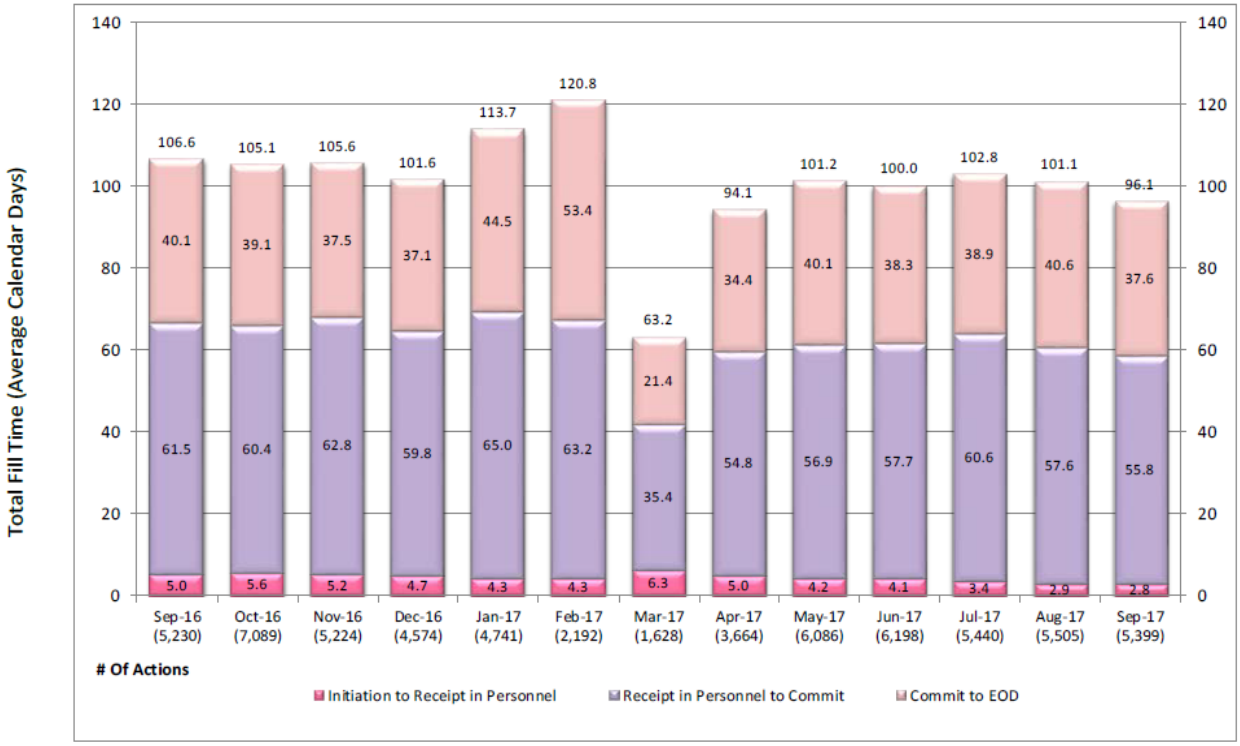


TABLE 27. LAST 13 MONTHS OVERALL ARMY FILL TIME, ALL HIRES, ALL RECRUIT FILLS (COMPETITIVE AND NON-COMPETITIVE) - SOURCE: CHRA PRODUCTION BOOK

While the Army's timelines have been routinely longer and are projected to remain in excess of the OPM 80-day objective, there are many different factors that go into the hiring process. For example, the selecting official typically has 15 calendar days to review the applications and make a selection, and a background check or security investigation is initiated which can take 15 to 22 calendar days.

TABLE 28. FY17 FILL TIME BY ORGANIZATION, ALL RECRUIT FILLS (COMPETITIVE AND NON-COMPETITIVE) - SOURCE: CHRA PRODUCTION BOOK

There is a significant disparity in fill times at the organization level. The average number of days to hire by organization in FY17 ranged from 74 to 177 days. Of the eighteen organizations listed, one (USACE) had an average fill time at or below the OPM objective of 80 days. Eight entities exceeded the OPM timeline by more than 30 days, they were: FORSCOM, INSCOM, MEDCOM, MEPCOM, NETCOM, SMDC, USASOC, and grouping of smaller organizations called "all others" (right side of Table 28). There are many variables that can affect time-to-hire in organizations and it is dependent upon source of recruitment, number of resumes received, complexity of position to be filled, availability of candidates, etc. Before more conclusions can be drawn, further analysis is required.

Appendix G: Acronyms and Definitions

Acronym / Abbreviation	Definition
AG-1CP	Assistant G-1 for Civilian Personnel
AMC	Army Materiel Command
ANC	Arlington National Cemetery
AF	Appropriated Fund
ARCENT	United States Army Central
ARCYBER	United States Army Cyber Command
ARNORTH	United States Army North
ATEC	Army Test and Evaluation Command
AWC	Army War College
BLS	Bureau of Labor Statistics
CEW	Civilian Expeditionary Workforce
CHR	Civilian Human Resources
DCPAS	Defense Civilian Personnel Advisory Service
DCPDS	Defense Civilian Personnel Data System
DoD	Department of Defense
FEVS	Federal Employee Viewpoint Survey
FMSWeb	Force Management System Web Site
FN	Foreign / Local National
FORSCOM	Forces Command
FTE	Full Time Equivalent
FY	Fiscal Year
GS	General Schedule
HQDA	Headquarters Department of the Army
IMCOM	Installation Management Command
INSCOM	Intelligence and Security Command
IQ	Diversity and Inclusion Index
MCO	Mission Critical Occupation
MDW	Military District of Washington
MEDCOM	Medical Command
MWR	Morale, Welfare, and Recreation
NAF	Nonappropriated Fund
NDAA	National Defense Authorization Act
NETCOM	Network Enterprise Technology Command
NGB	National Guard Bureau
OPM	Office of Personnel Management
RIF	Reduction in Force
SMDC	Space and Missile Defense Command
TRADOC	Training and Doctrine Command

Acronym / Abbreviation	Definition
US	United States
USAASC	United States Army Acquisition Support Center
USACE	United States Army Corps of Engineers
USACIDC	United States Army Criminal Investigation Command
USAREUR	United States Army Europe
USAR FTS	United States Army Reserve Full Time Support
USARAF	United States Army Africa
USARPAC	United States Army Pacific
USASOC	United States Army Special Operations Command
USMA	United States Military Academy
USMEPCOM	United States Military Entrance Processing Command
VERA	Voluntary Early Retirement Authority
VSIP	Voluntary Separation Incentive Payment

THIS PAGE INTENTIONALLY LEFT BLANK