



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-497

DAPR-ZB

12 August 2005

MEMORANDUM FOR OSD BRAC Clearinghouse

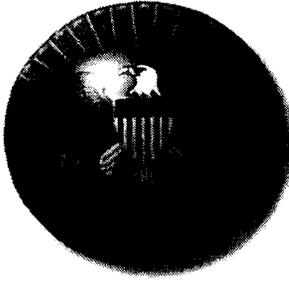
SUBJECT: OSD BRAC Clearinghouse Tasker 0873C – Request for Information

1. Reference e-mail from Ms. M. Wasleski, BRAC Commission Staff, 9 August 2005, subject as above.
2. Issues/Questions: The following information on DFAS is requested.
 - a. DFAS's budget from 1991 to 2011 (as planned).
 - b. The number of military and civilian personnel, the number of contractors, the total number of personnel from 1991 to 2011 (as planned).
 - c. Performance information on each of the DFAS sites
 - d. Customer satisfaction metrics for each of the DFAS sites.
3. Response: The information requested is contained on the enclosed CD. A copy of the CD was provided directly to the Commission staff on August 11, 2005.
4. Coordination: Mr. J. Chittick, DFAS, 11 August 2005.

1 Enclosure
As stated

Handwritten signature of Carla K. Coulson in black ink.

CARLA K. COULSON
COL, GS
Deputy, Headquarters and
Support Activities JCSG



DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ 2004 Accounting Services

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions
- ▶ Comparison of Dimension Profiles
- ▶ Comparison of Item Profiles



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Comparison of Dimension Profiles

- ▶ This section compares the dimension scores from this year's survey to the results of other surveys.
- ▶ The information in this section is useful for making broad comparisons across surveys.

Comparison of Item Profiles

- ▶ This section compares the item scores, within dimension, from this year's survey to the results of other surveys.
- ▶ The information in this section is useful for making specific comparisons across surveys.

Interpreting the Results

- ▶ Number of Surveys Sent: 2748
- ▶ Number of Undeliverables: 452
- ▶ Number of Surveys Delivered: 2296
- ▶ Number of Surveys Completed: 436
- ▶ Response Rate: 19%
- ▶ Sampling Error: $\pm 4\%$

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Accounting Services
Total number of responses: 436

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				436	
a. Army	67%	--	--	293	--
b. Navy	10%	--	--	45	--
c. Air Force	12%	--	--	54	--
d. Marine Corps	2%	--	--	8	--
e. Other DoD Agency	8%	--	--	36	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Accounting Services

Total number of responses: 436

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								432	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	1%	█				--	--	5	--
c. DFAS Columbus	4%	█				--	--	18	--
d. DFAS Denver	2%	█				--	--	8	--
e. DFAS Indianapolis	13%	█				--	--	56	--
g. DFAS Kansas City	1%	█				--	--	3	--
h. Charleston	2%	█				--	--	8	--
i. Dayton	1%	█				--	--	5	--
j. Defense Agencies Financial Services (DAFS)	1%	█				--	--	3	--
k. Directorate of Network Operations (DNO)	6%	█				--	--	26	--
l. Europe	3%	█				--	--	12	--
m. Japan	0%	█				--	--	2	--
n. Kansas City Field Accounting	1%	█				--	--	5	--
o. Lawton	8%	█				--	--	36	--
p. Lexington	1%	█				--	--	5	--
q. Limestone	3%	█				--	--	13	--
r. NAF Financial Services Texarkana	3%	█				--	--	13	--
s. Norfolk	6%	█				--	--	25	--
t. Oakland	1%	█				--	--	5	--
u. Omaha	2%	█				--	--	9	--
v. Orlando	8%	█				--	--	34	--
w. Pacific (Hawaii)	1%	█				--	--	6	--
x. Pensacola	3%	█				--	--	12	--
y. Rock Island	5%	█				--	--	22	--
z. Rome	17%	█				--	--	74	--
aa. San Antonio	1%	█				--	--	6	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	2%	█				--	--	7	--
ae. St. Louis	3%	█				--	--	14	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Accounting Services

Total number of responses: 436

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								429	
a. Installation/Unit/Facility	55%					--	--	237	--
b. Major Command or Major Claimant	18%					--	--	78	--
c. Military Department Agency or Activity	9%					--	--	37	--
d. Military Department HQ	4%					--	--	16	--
e. DoD Agency	9%					--	--	40	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	5%					--	--	21	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								436	
a. Working Capital Fund	21%					--	--	93	--
b. General Fund	78%					--	--	342	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	1%					--	--	4	--
d. Nonappropriated Fund (NAF)	9%					--	--	41	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								436	
a. Working Capital Fund	14%					--	--	60	--
b. General Fund	50%					--	--	217	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	1%					--	--	5	--
d. Nonappropriated Fund (NAF)	8%					--	--	35	--
e. Not Applicable	32%					--	--	140	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Accounting Services
Total number of responses: 436

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.92	1.00	427	4
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.89	1.04	424	6
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.69	1.09	423	6
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.83	1.10	393	36
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.01	1.01	422	7
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								436	
a. Telephone rang without answer or stayed busy	23%					--	--	99	--
b. Telephone/e-mail messages are not returned	22%					--	--	97	--
c. Difficulty with automated phone service	9%					--	--	38	--
d. E-mail forwarded multiple times	10%					--	--	45	--
e. Telephone call transferred multiple times	8%					--	--	36	--
f. Kept on hold	5%					--	--	21	--
g. Locating new contact due to DFAS turnover or reorganization	27%					--	--	116	--
h. Access to web-based accounting information/reports	10%					--	--	45	--
j. Not applicable	42%					--	--	184	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								409	
a. Regularly	14%					--	--	58	--
b. Occasionally	33%					--	--	134	--
c. Seldom	20%					--	--	80	--
d. Never	33%					--	--	137	--

Customer Satisfaction report prepared for: DFAS Accounting Services

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Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.09	0.92	426	5
13. The DFAS Accounting Services staff is courteous.						4.27	0.77	425	5
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.03	0.99	423	7
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.84	1.00	425	5
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.56	1.10	417	11
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.76	1.00	423	6
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.82	0.96	420	9
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.79	1.05	413	16
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.74	1.03	423	5
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.86	0.95	421	8
22. The DFAS Accounting Services staff provides services when promised.						3.76	0.98	421	7
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.57	1.03	401	24
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.57	1.01	371	55
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.68	1.01	419	8

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Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Tangibles									
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.	16%	50%	21%	10%	2%	3.68	0.94	389	27
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.	13%	52%	26%	7%	2%	3.68	0.86	382	34
Recovery									
28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.	16%	48%	18%	15%	4%	3.57	1.04	411	18
29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.	14%	44%	17%	19%	6%	3.41	1.12	404	24
30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this informatin.	14%	40%	26%	15%	5%	3.42	1.07	363	63
31. The DFAS Accounting Services staff is flexible in finding solutions to problems.	17%	45%	25%	10%	3%	3.61	1.00	412	16
32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.	18%	43%	19%	14%	5%	3.56	1.10	418	9
	Very Good	Good	Fair	Poor	Very Poor	M	SD	N	NBJ
Quality									
33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?	28%	46%	19%	6%	1%	3.95	0.89	354	73
34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?	25%	42%	22%	8%	3%	3.80	0.99	316	110
35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?	25%	47%	21%	6%	1%	3.89	0.87	250	174
36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?	23%	48%	22%	6%	1%	3.84	0.89	273	153
37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?	24%	44%	25%	6%	2%	3.82	0.92	223	199
38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?	18%	43%	27%	9%	3%	3.63	0.97	314	111
39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?	25%	45%	23%	5%	1%	3.89	0.88	387	40

Customer Satisfaction report prepared for: DFAS Accounting Services

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Item Results

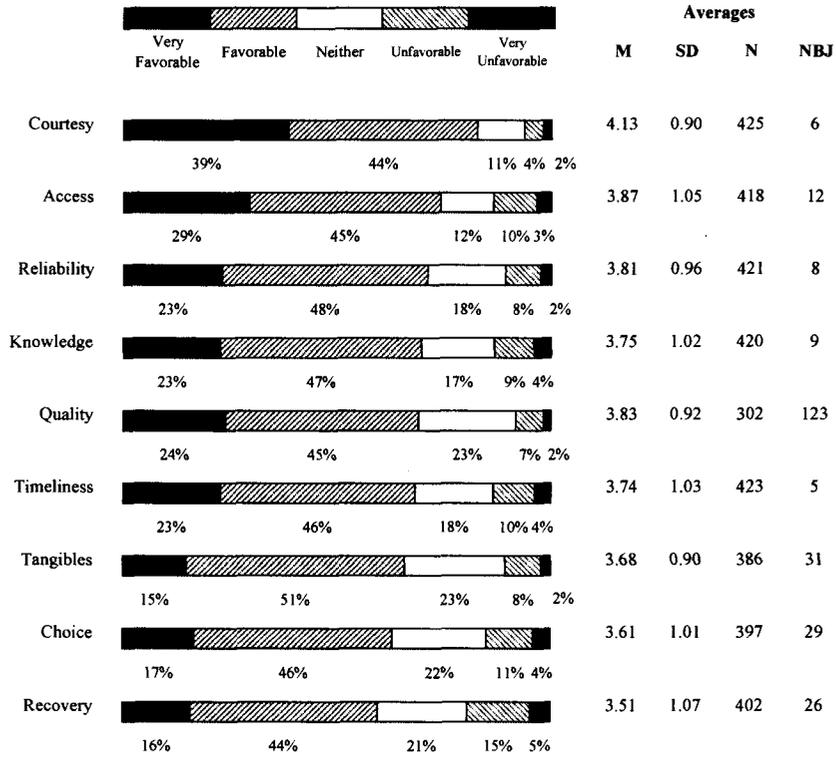
Overall Satisfaction

Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	27%		45%	15%	9% 4%	3.81	1.06	422	6
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	19%	42%		23%	13% 4%	3.59	1.04	360	68
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									
a. Yes	59%					--	--	252	--
b. No	18%					--	--	77	--
c. Do not know	23%					--	--	98	--
43. Would you recommend DFAS Accounting Services to others?									
a. Yes	54%					--	--	228	--
b. No	20%					--	--	87	--
c. Do not know	26%					--	--	111	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.64	2.24	424	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						6.29	2.40	419	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						6.00	2.49	419	--

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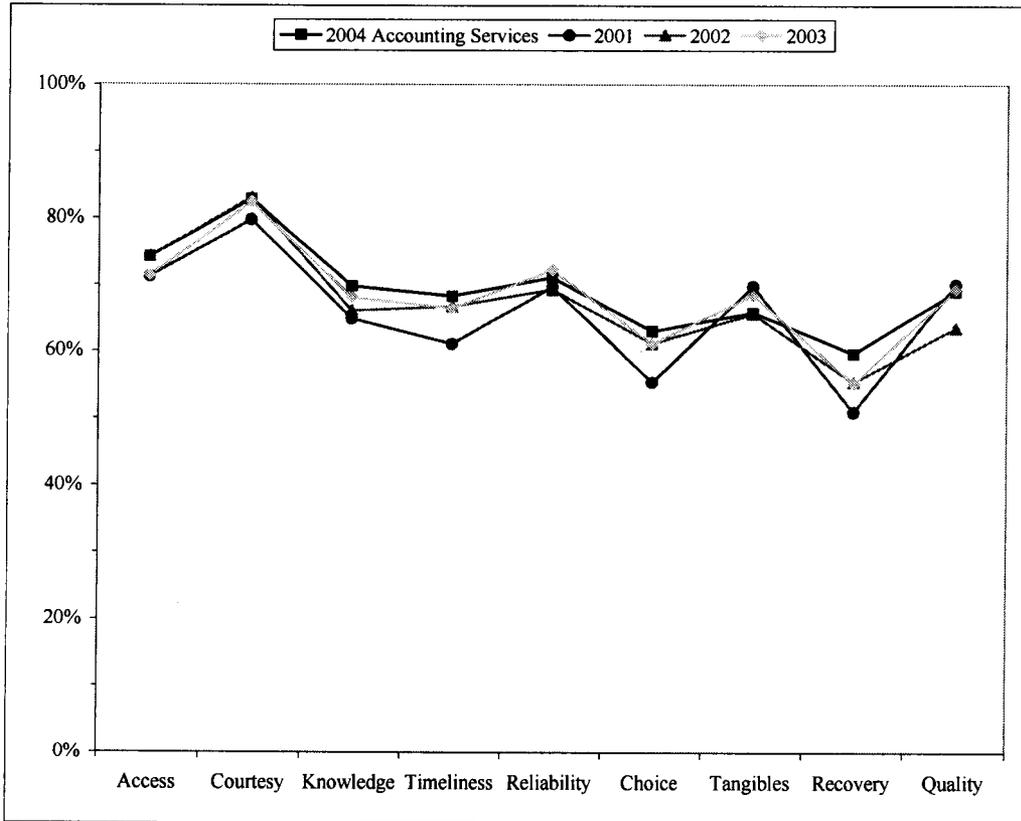
Core Dimensions



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Comparison of Dimension Profiles
(Percentage Favorable)

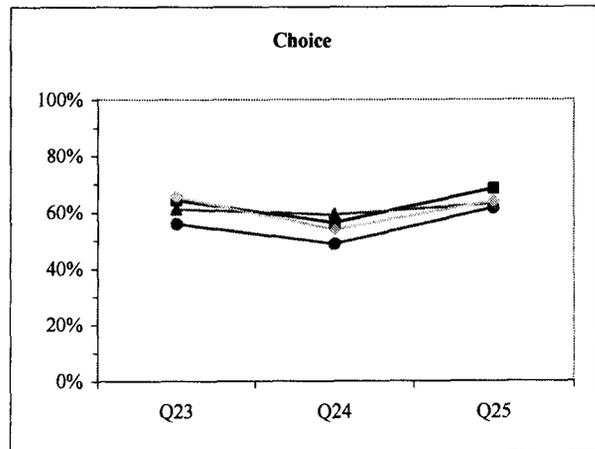
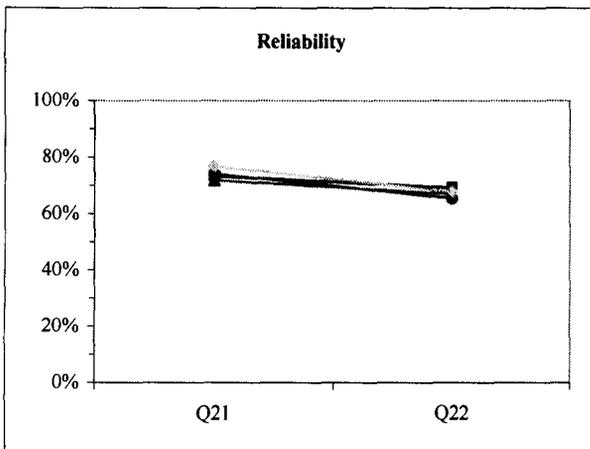
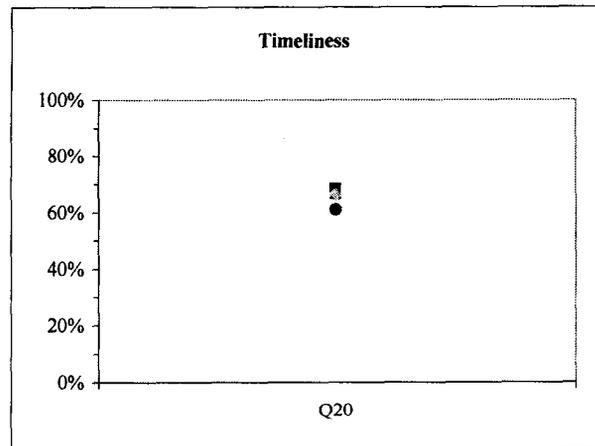
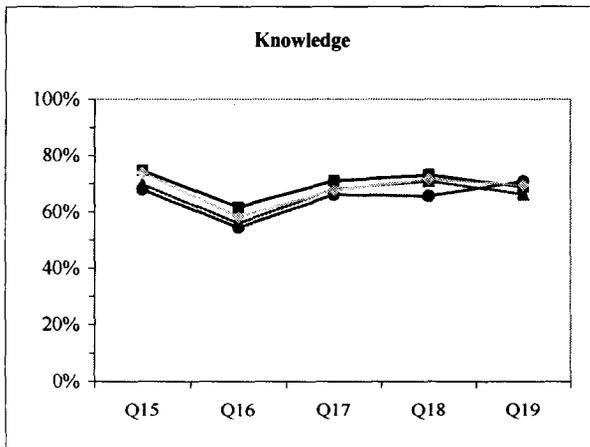
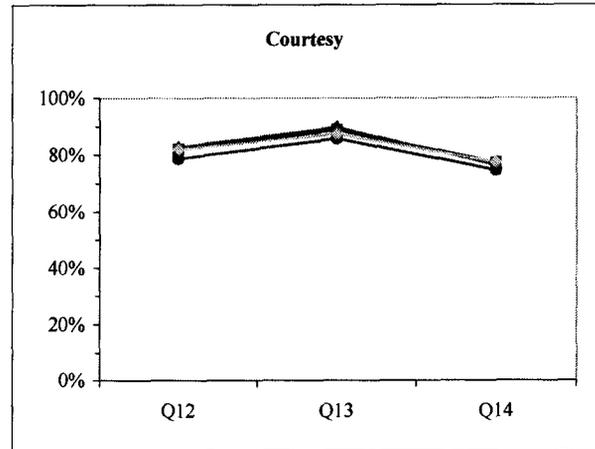
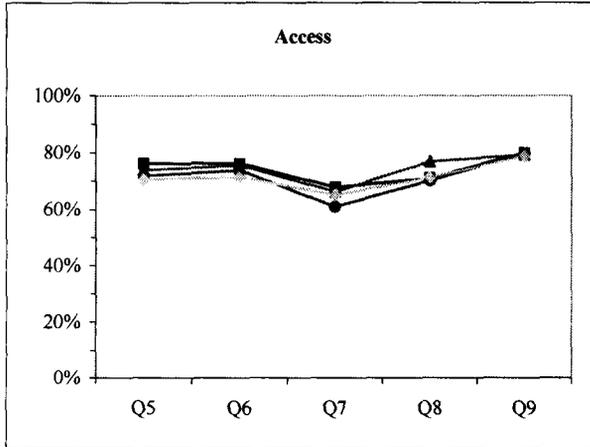


Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Accounting Services
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Comparison of Item Profiles
 (Percentage Favorable)

■ 2004 Accounting Services ● 2001 ▲ 2002 ◆ 2003

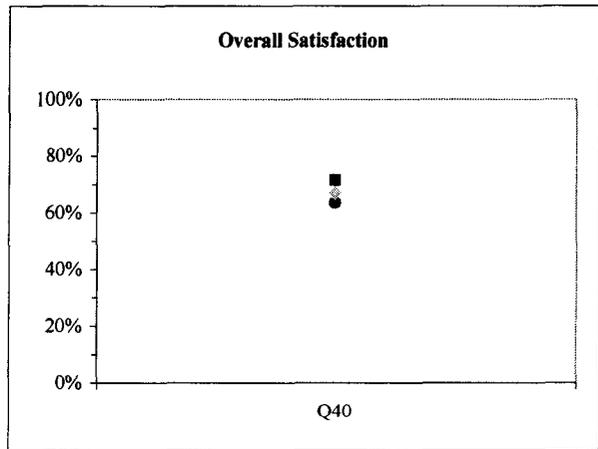
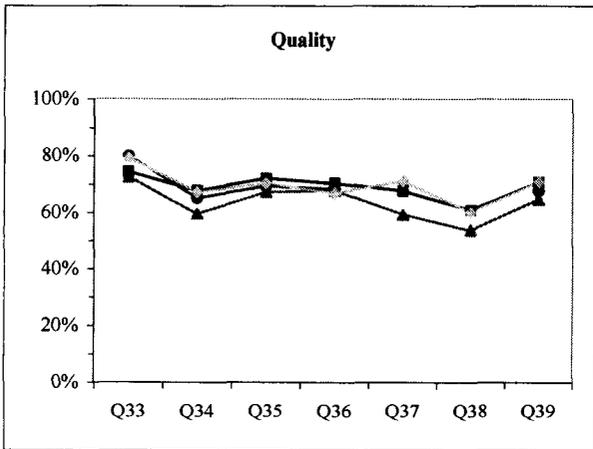
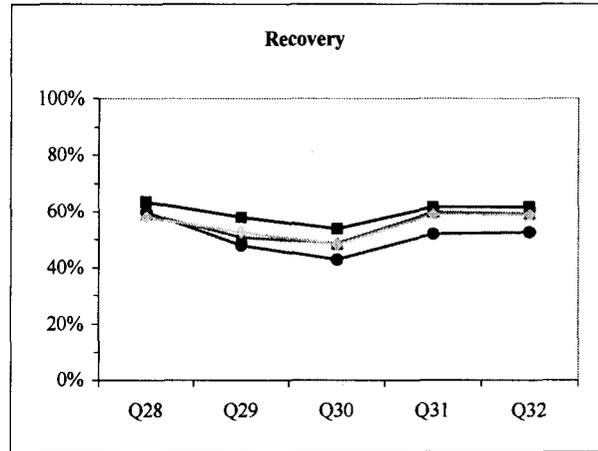
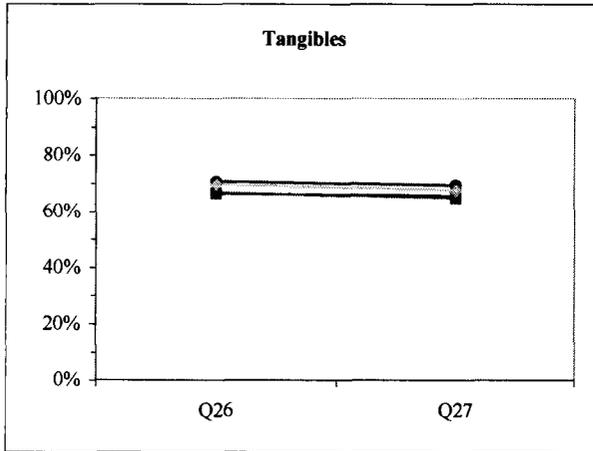


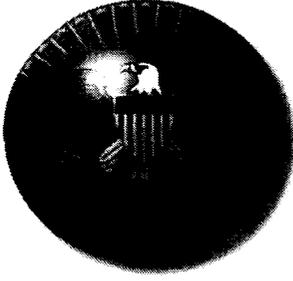
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Comparison of Item Profiles
 (Percentage Favorable)

■ 2004 Accounting Services ● 2001 ▲ 2002 ◆ 2003





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ DFAS Columbus

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
Total number of responses: 18

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				18	
a. Army	17%	--	--	3	--
b. Navy	11%	--	--	2	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	6%	--	--	1	--
e. Other DoD Agency	67%	--	--	12	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
Total number of responses: 18

		Item Results					M	SD	N	NBJ
		0%	25%	50%	75%	100%				
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?									18	
a.	DFAS Arlington	0%					--	--	0	--
b.	DFAS Cleveland	0%					--	--	0	--
c.	DFAS Columbus	100%					--	--	18	--
d.	DFAS Denver	0%					--	--	0	--
e.	DFAS Indianapolis	0%					--	--	0	--
g.	DFAS Kansas City	0%					--	--	0	--
h.	Charleston	0%					--	--	0	--
i.	Dayton	0%					--	--	0	--
j.	Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k.	Directorate of Network Operations (DNO)	0%					--	--	0	--
l.	Europe	0%					--	--	0	--
m.	Japan	0%					--	--	0	--
n.	Kansas City Field Accounting	0%					--	--	0	--
o.	Lawton	0%					--	--	0	--
p.	Lexington	0%					--	--	0	--
q.	Limestone	0%					--	--	0	--
r.	NAF Financial Services Texarkana	0%					--	--	0	--
s.	Norfolk	0%					--	--	0	--
t.	Oakland	0%					--	--	0	--
u.	Omaha	0%					--	--	0	--
v.	Orlando	0%					--	--	0	--
w.	Pacific (Hawaii)	0%					--	--	0	--
x.	Pensacola	0%					--	--	0	--
y.	Rock Island	0%					--	--	0	--
z.	Rome	0%					--	--	0	--
aa.	San Antonio	0%					--	--	0	--
ab.	San Bernadino	0%					--	--	0	--
ac.	San Diego	0%					--	--	0	--
ad.	Seaside	0%					--	--	0	--
ae.	St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

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Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								18	
a. Installation/Unit/Facility	11%					--	--	2	--
b. Major Command or Major Claimant	11%					--	--	2	--
c. Military Department Agency or Activity	11%					--	--	2	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	67%					--	--	12	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								18	
a. Working Capital Fund	50%					--	--	9	--
b. General Fund	78%					--	--	14	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	6%					--	--	1	--
d. Nonappropriated Fund (NAF)	11%					--	--	2	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								18	
a. Working Capital Fund	28%					--	--	5	--
b. General Fund	61%					--	--	11	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	6%					--	--	1	--
d. Nonappropriated Fund (NAF)	11%					--	--	2	--
e. Not Applicable	28%					--	--	5	--

Customer Satisfaction report prepared for: DFAS Accounting Services

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Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	17%	56%	17%	6%	6%	3.72	1.02	18	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	28%	44%	6%	17%	6%	3.72	1.23	18	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	17%	61%	6%	11%	6%	3.72	1.07	18	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	35%	53%	6%	0%	6%	4.12	0.99	17	1
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	50%	33%	0%	1%	6%	4.11	1.23	18	0
									M SD N NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								18	
a. Telephone rang without answer or stayed busy	17%					--	--	3	--
b. Telephone/e-mail messages are not returned	28%					--	--	5	--
c. Difficulty with automated phone service	11%					--	--	2	--
d. E-mail forwarded multiple times	17%					--	--	3	--
e. Telephone call transferred multiple times	6%					--	--	1	--
f. Kept on hold	6%					--	--	1	--
g. Locating new contact due to DFAS turnover or reorganization	17%					--	--	3	--
h. Access to web-based accounting information/reports	6%					--	--	1	--
j. Not applicable	44%					--	--	8	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								15	
a. Regularly	20%					--	--	3	--
b. Occasionally	33%					--	--	5	--
c. Seldom	33%					--	--	5	--
d. Never	13%					--	--	2	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
Total number of responses: 18

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.06	1.11	18	0
13. The DFAS Accounting Services staff is courteous.						4.11	1.02	18	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.06	1.26	18	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.67	1.14	18	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.56	1.25	18	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.39	1.42	18	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.56	1.29	18	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.39	1.42	18	0
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.17	1.34	18	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.50	1.29	18	0
22. The DFAS Accounting Services staff provides services when promised.						3.35	1.22	17	1
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.24	1.39	17	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.41	1.12	17	1
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.33	1.24	18	0

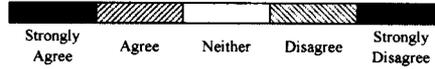
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
 Total number of responses: 18

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.13 1.31 16 1

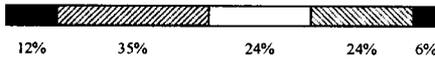
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.53 0.99 15 2

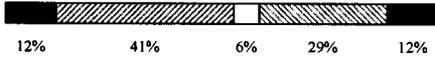
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.24 1.15 17 1

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.12 1.32 17 1

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.25 1.29 16 2

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.24 1.35 17 1

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



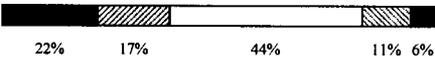
3.18 1.51 17 1



M SD N NBJ

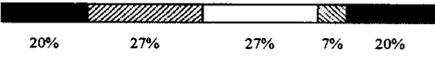
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



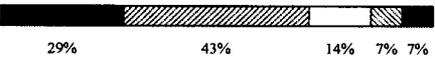
3.39 1.14 18 0

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



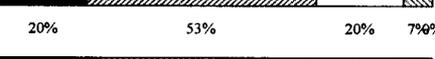
3.20 1.42 15 3

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



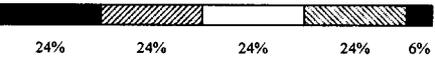
3.79 1.19 14 3

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.87 0.83 15 3

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



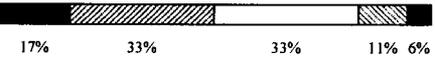
3.35 1.27 17 1

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.31 1.11 13 5

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.44 1.10 18 0

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
Total number of responses: 18

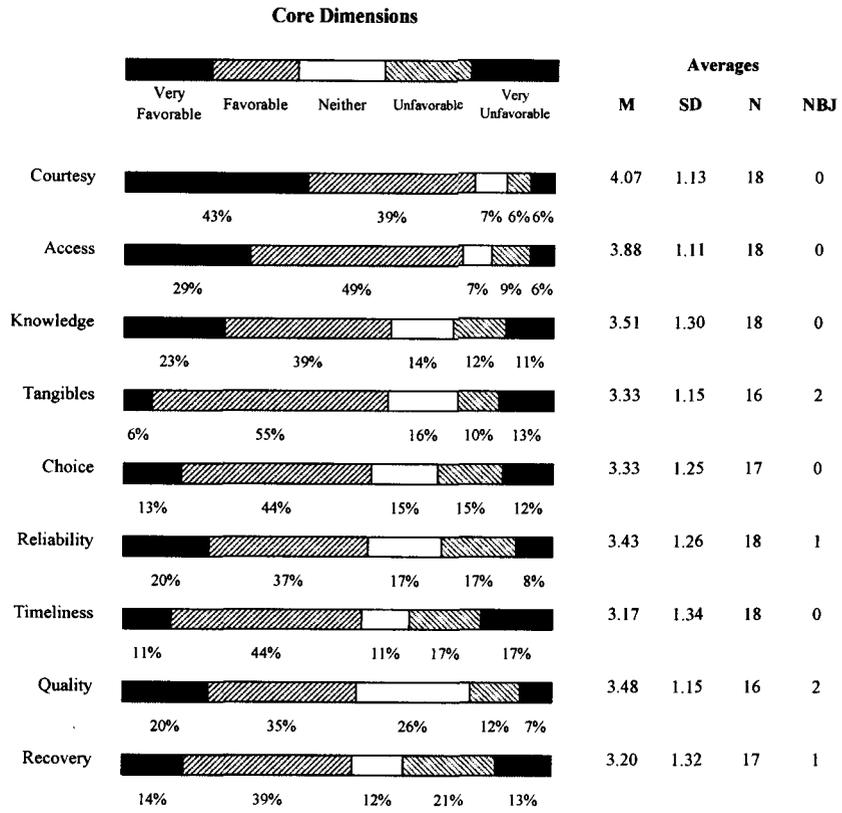
Item Results

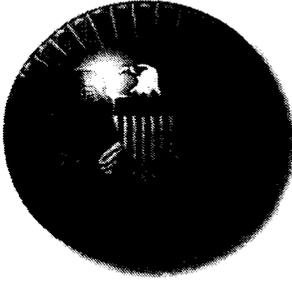
Overall Satisfaction

Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	22%	33%	28%	6%	11%	3.50	1.25	18	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	6%	35%	24%	24%	12%	3.00	1.17	17	1
42. If you had a choice of service providers, would you use DFAS Accounting Services again?								18	
a. Yes	33%					--	--	6	--
b. No	33%					--	--	6	--
c. Do not know	33%					--	--	6	--
43. Would you recommend DFAS Accounting Services to others?								18	
a. Yes	28%					--	--	5	--
b. No	39%					--	--	7	--
c. Do not know	33%					--	--	6	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						5.67	2.50	18	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						5.00	2.65	17	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						4.59	2.48	17	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Columbus
Total number of responses: 18





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Europe

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12

Item Results

0% 25% 50% 75% 100% **M** **SD** **N** **NBJ**

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

							12
a. Army	50%		--	--	6	--	
b. Navy	17%		--	--	2	--	
c. Air Force	0%		--	--	0	--	
d. Marine Corps	0%		--	--	0	--	
e. Other DoD Agency	33%		--	--	4	--	

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
 Total number of responses: 12

	Item Results					M	SD	N	NBJ
	0%	25%	50%	75%	100%				
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								12	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	100%					--	--	12	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernardino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								12	
a. Installation/Unit/Facility	50%					--	--	6	--
b. Major Command or Major Claimant	42%					--	--	5	--
c. Military Department Agency or Activity	0%					--	--	0	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	8%					--	--	1	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								12	
a. Working Capital Fund	8%					--	--	1	--
b. General Fund	75%					--	--	9	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	8%					--	--	1	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								12	
a. Working Capital Fund	8%					--	--	1	--
b. General Fund	50%					--	--	6	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	8%					--	--	1	--
e. Not Applicable	42%					--	--	5	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.58	1.08	12	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.58	1.16	12	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.50	1.09	12	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.64	1.12	11	1
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						3.58	1.00	12	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								12	
a. Telephone rang without answer or stayed busy	33%					--	--	4	--
b. Telephone/e-mail messages are not returned	17%					--	--	2	--
c. Difficulty with automated phone service	0%					--	--	0	--
d. E-mail forwarded multiple times	17%					--	--	2	--
e. Telephone call transferred multiple times	17%					--	--	2	--
f. Kept on hold	0%					--	--	0	--
g. Locating new contact due to DFAS turnover or reorganization	58%					--	--	7	--
h. Access to web-based accounting information/reports	8%					--	--	1	--
j. Not applicable	33%					--	--	4	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								12	
a. Regularly	0%					--	--	0	--
b. Occasionally	67%					--	--	8	--
c. Seldom	17%					--	--	2	--
d. Never	17%					--	--	2	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.00	0.95	12	0
13. The DFAS Accounting Services staff is courteous.						4.17	0.58	12	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						3.75	1.06	12	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.67	0.89	12	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.50	1.17	12	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.75	0.97	12	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.73	0.90	11	1
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.92	1.08	12	0
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.42	1.08	12	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.92	0.67	12	0
22. The DFAS Accounting Services staff provides services when promised.						3.64	1.03	11	1
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.75	0.97	12	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.56	1.13	9	3
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.67	1.07	12	0

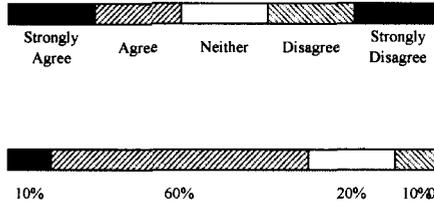
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12

Item Results

Tangibles

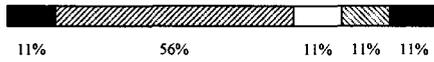
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.70 0.82 10 1

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.44 1.24 9 2

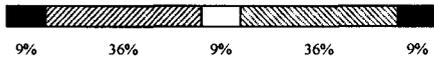
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



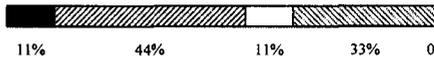
3.58 1.00 12 0

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.00 1.26 11 1

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



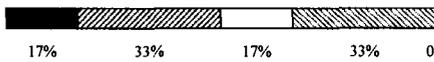
3.33 1.12 9 3

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.50 1.09 12 0

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.33 1.15 12 0



M SD N NBJ

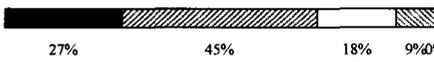
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



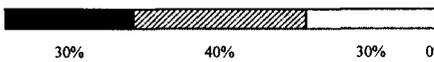
4.30 0.67 10 1

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.91 0.94 11 1

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



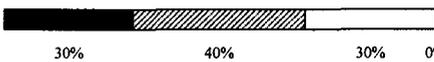
4.00 0.82 10 2

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



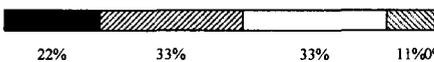
3.70 0.95 10 2

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



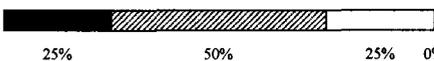
4.00 0.82 10 2

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.67 1.00 9 3

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.00 0.74 12 0

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe

Total number of responses: 12

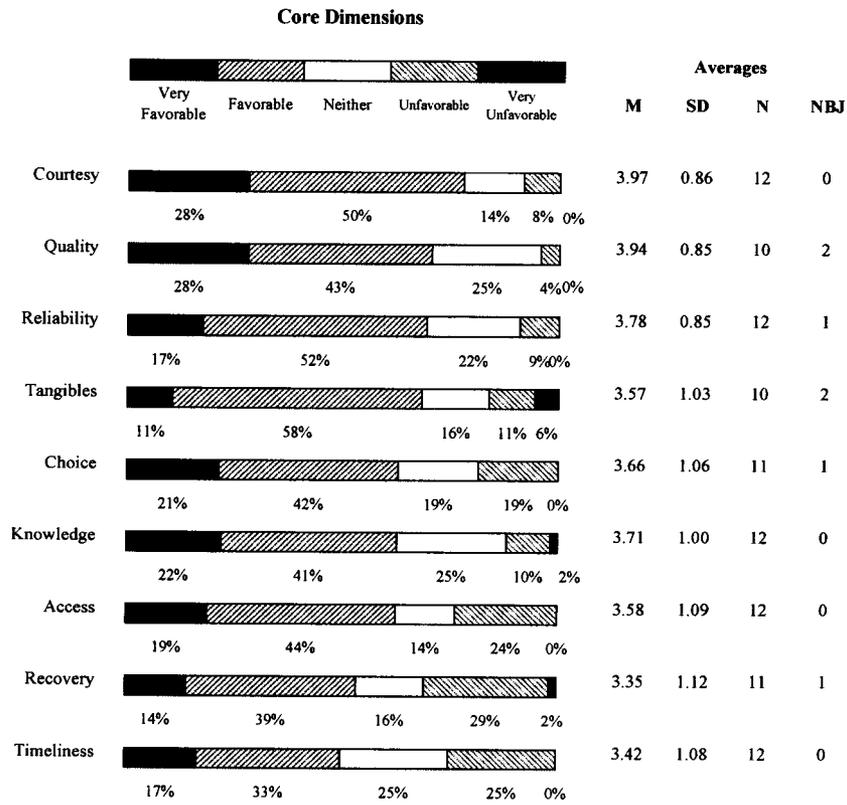
Item Results

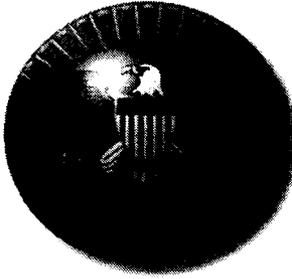
Overall Satisfaction

Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	17%	50%		33%	0%	3.83	0.72	12	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	9%	45%		36%	9%	3.55	0.82	11	1
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									11
a. Yes	64%					--	--	7	--
b. No	9%					--	--	1	--
c. Do not know	27%					--	--	3	--
43. Would you recommend DFAS Accounting Services to others?									11
a. Yes	55%					--	--	6	--
b. No	18%					--	--	2	--
c. Do not know	27%					--	--	3	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.09	1.92	11	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						5.73	2.49	11	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						5.91	2.51	11	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Europe
Total number of responses: 12





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Lawton

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton
Total number of responses: 36

Item Results	0% 25% 50% 75% 100%					M	SD	N	NB
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								36	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	100%					--	--	36	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton
Total number of responses: 36

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								36	
a. Installation/Unit/Facility	92%					--	--	33	--
b. Major Command or Major Claimant	0%					--	--	0	--
c. Military Department Agency or Activity	0%					--	--	0	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	8%					--	--	3	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								36	
a. Working Capital Fund	11%					--	--	4	--
b. General Fund	86%					--	--	31	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	3%					--	--	1	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								36	
a. Working Capital Fund	3%					--	--	1	--
b. General Fund	50%					--	--	18	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	3%					--	--	1	--
e. Not Applicable	33%					--	--	12	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton
Total number of responses: 36

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						4.00	0.87	35	1
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						4.11	0.80	35	1
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.88	0.91	34	1
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.85	0.99	34	2
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.14	0.85	35	1
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								36	
a. Telephone rang without answer or stayed busy	31%					--	--	11	--
b. Telephone/e-mail messages are not returned	11%					--	--	4	--
c. Difficulty with automated phone service	8%					--	--	3	--
d. E-mail forwarded multiple times	11%					--	--	4	--
e. Telephone call transferred multiple times	3%					--	--	1	--
f. Kept on hold	3%					--	--	1	--
g. Locating new contact due to DFAS turnover or reorganization	22%					--	--	8	--
h. Access to web-based accounting information/reports	6%					--	--	2	--
j. Not applicable	42%					--	--	15	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								35	
a. Regularly	9%					--	--	3	--
b. Occasionally	40%					--	--	14	--
c. Seldom	11%					--	--	4	--
d. Never	40%					--	--	14	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton
Total number of responses: 36

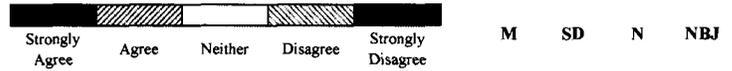
Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.26	0.85	35	1
13. The DFAS Accounting Services staff is courteous.						4.38	0.70	34	1
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.26	0.86	34	1
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.86	0.85	35	1
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.57	0.98	35	1
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.71	0.87	34	2
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.80	0.80	35	1
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.71	0.86	35	1
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						4.00	0.87	35	1
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						4.00	0.80	35	1
22. The DFAS Accounting Services staff provides services when promised.						3.94	0.68	35	1
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.69	0.78	32	4
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.66	0.94	35	1
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.80	0.87	35	1

Customer Satisfaction report prepared for: DFAS Accounting Services

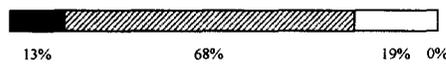
Results for: Lawton
 Total number of responses: 36

Item Results



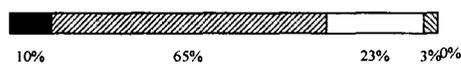
Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M 3.94 SD 0.57 N 31 NBJ 5

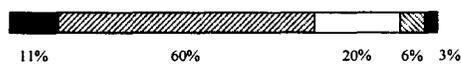
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



M 3.81 SD 0.65 N 31 NBJ 5

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



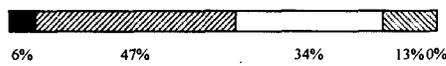
M 3.71 SD 0.86 N 35 NBJ 1

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



M 3.56 SD 0.93 N 34 NBJ 2

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



M 3.47 SD 0.80 N 32 NBJ 4

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



M 3.63 SD 0.88 N 35 NBJ 1

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.

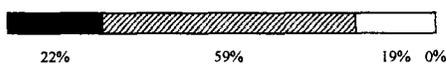


M 3.71 SD 0.91 N 34 NBJ 1



Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



M 4.04 SD 0.65 N 27 NBJ 9

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



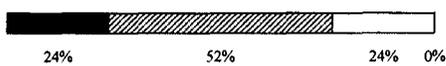
M 3.96 SD 0.73 N 25 NBJ 11

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



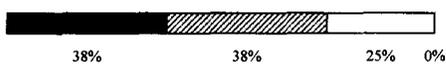
M 4.18 SD 0.73 N 17 NBJ 18

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



M 4.00 SD 0.71 N 21 NBJ 15

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



M 4.13 SD 0.81 N 16 NBJ 19

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



M 3.87 SD 0.76 N 31 NBJ 5

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



M 3.90 SD 0.87 N 31 NBJ 5

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton
 Total number of responses: 36

Item Results

Overall Satisfaction

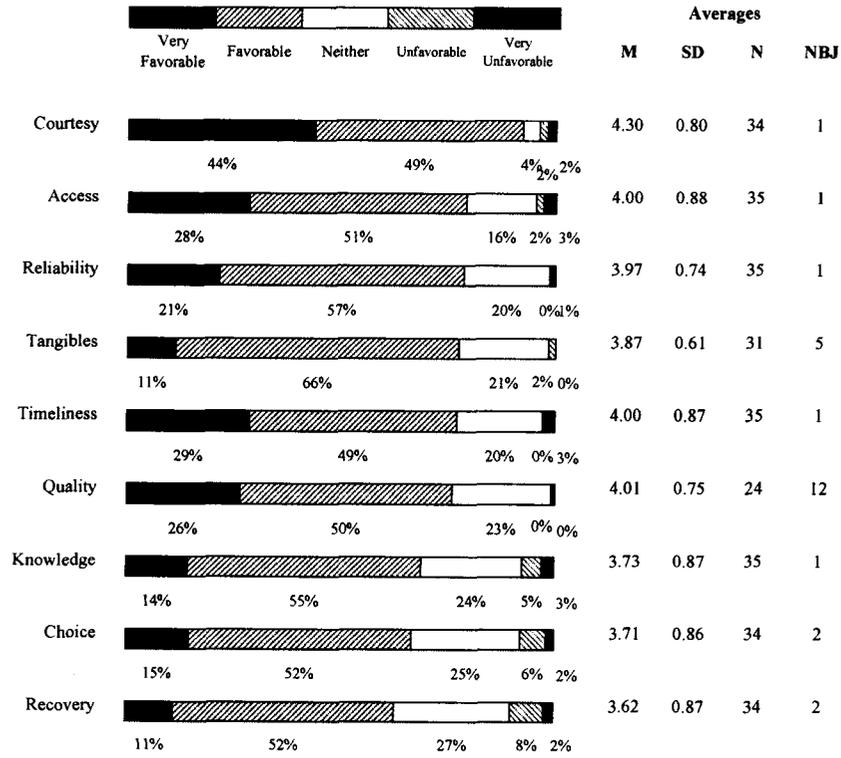
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	23%		54%		14% 6% 3%	3.89	0.93	35	1
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	13%	48%		35%	0% 3%	3.68	0.83	31	5
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									36
a. Yes	53%					--	--	19	--
b. No	11%					--	--	4	--
c. Do not know	36%					--	--	13	--
43. Would you recommend DFAS Accounting Services to others?									36
a. Yes	47%					--	--	17	--
b. No	17%					--	--	6	--
c. Do not know	36%					--	--	13	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.89	1.97	35	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						6.24	1.86	34	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						6.09	1.99	35	--

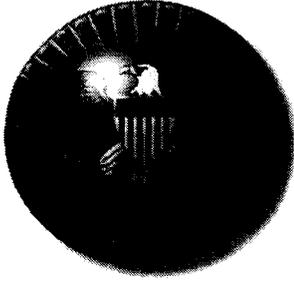
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Lawton

Total number of responses: 36

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ NAF Texarkana

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
Total number of responses: 13

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				13	
a. Army	92%	--	--	12	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	8%	--	--	1	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
Total number of responses: 13

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								13	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	100%					--	--	13	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
Total number of responses: 13

Item Results

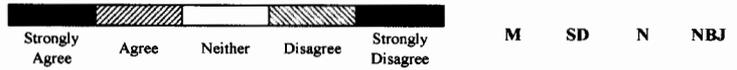
Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						4.31	0.63	13	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.92	0.86	13	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						4.23	0.73	13	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						4.08	1.00	12	1
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.38	0.65	13	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								13	
a. Telephone rang without answer or stayed busy	15%					--	--	2	--
b. Telephone/e-mail messages are not returned	0%					--	--	0	--
c. Difficulty with automated phone service	0%					--	--	0	--
d. E-mail forwarded multiple times	0%					--	--	0	--
e. Telephone call transferred multiple times	0%					--	--	0	--
f. Kept on hold	8%					--	--	1	--
g. Locating new contact due to DFAS turnover or reorganization	0%					--	--	0	--
h. Access to web-based accounting information/reports	8%					--	--	1	--
j. Not applicable	85%					--	--	11	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								13	
a. Regularly	0%					--	--	0	--
b. Occasionally	15%					--	--	2	--
c. Seldom	8%					--	--	1	--
d. Never	77%					--	--	10	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
Total number of responses: 13

Item Results



Courtesy

12. The DFAS Accounting Services staff is always willing to help me.



13. The DFAS Accounting Services staff is courteous.



14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.



Knowledge

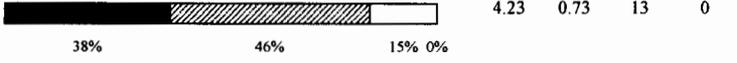
15. The DFAS Accounting Services staff is knowledgeable.



16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.



17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.



18. The DFAS Accounting Services staff is able to explain their products and/or services.



19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.



Timeliness

20. The DFAS Accounting Services staff provides timely service.



Reliability

21. Overall, DFAS Accounting Services provides accurate reports and services.



22. The DFAS Accounting Services staff provides services when promised.

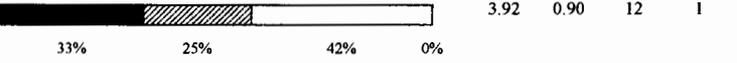


Choice

23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.



24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.



25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.



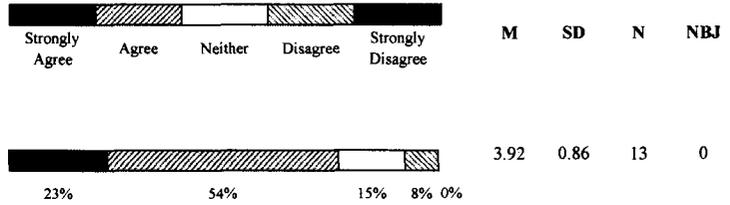
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
Total number of responses: 13

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.92 0.86 13 0

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.77 0.73 13 0

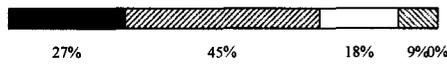
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.82 0.98 11 2

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.91 0.94 11 2

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



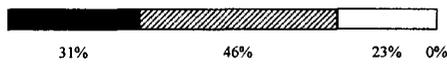
3.64 0.67 11 2

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.75 0.87 12 1

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



4.08 0.76 13 0

Very Good Good Fair Poor Very Poor M SD N NBJ

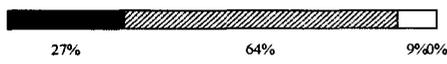
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.27 0.65 11 2

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



4.18 0.60 11 2

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



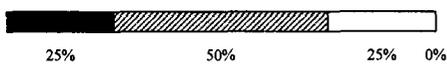
4.33 0.50 9 4

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



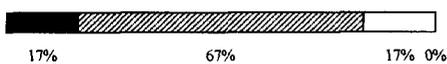
3.60 1.07 10 3

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



4.00 0.76 8 5

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



4.00 0.63 6 7

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.17 0.94 12 1

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
 Total number of responses: 13

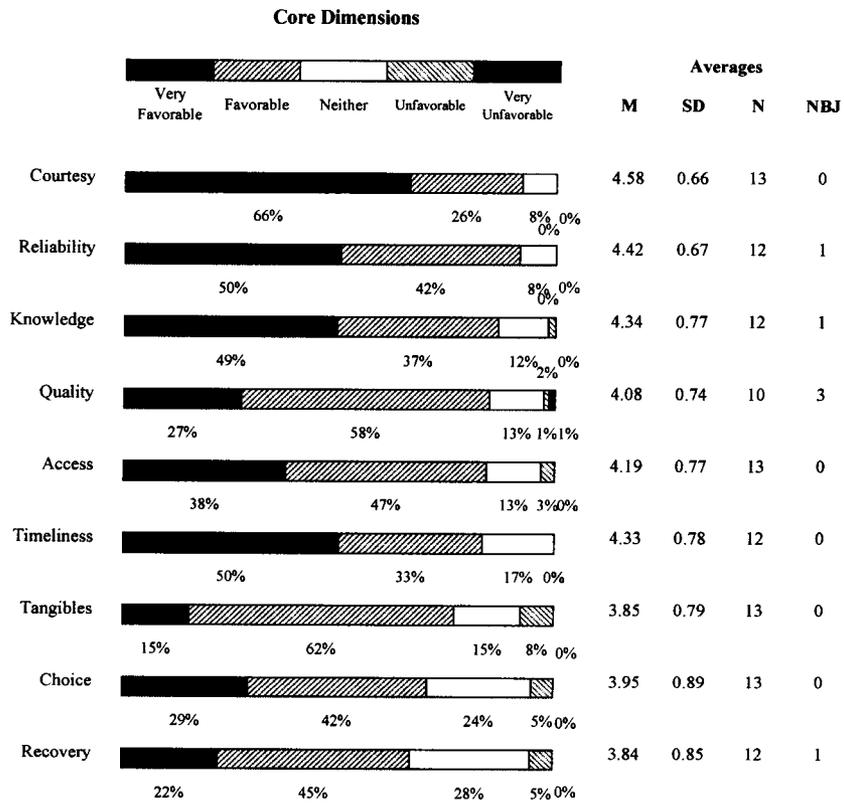
Item Results

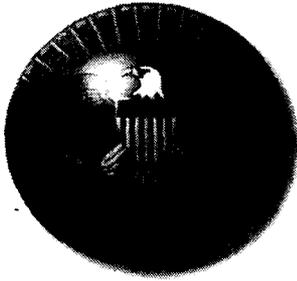
Overall Satisfaction

Item	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	4.33	0.78	12	1
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	4.17	0.94	12	1
42. If you had a choice of service providers, would you use DFAS Accounting Services again?			13	
a. Yes	77%		10	
b. No	8%		1	
c. Do not know	15%		2	
43. Would you recommend DFAS Accounting Services to others?			13	
a. Yes	77%		10	
b. No	8%		1	
c. Do not know	15%		2	
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.	7.54	1.61	13	
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?	7.08	1.89	13	
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?	6.69	1.89	13	

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: NAF Texarkana
 Total number of responses: 13





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Pensacola

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				12	
a. Army	0%	--	--	0	--
b. Navy	67%	--	--	8	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	33%	--	--	4	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

		Item Results					M	SD	N	NBJ
		0%	25%	50%	75%	100%				
I. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?									12	
a.	DFAS Arlington	0%					--	--	0	--
b.	DFAS Cleveland	0%					--	--	0	--
c.	DFAS Columbus	0%					--	--	0	--
d.	DFAS Denver	0%					--	--	0	--
e.	DFAS Indianapolis	0%					--	--	0	--
g.	DFAS Kansas City	0%					--	--	0	--
h.	Charleston	0%					--	--	0	--
i.	Dayton	0%					--	--	0	--
j.	Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k.	Directorate of Network Operations (DNO)	0%					--	--	0	--
l.	Europe	0%					--	--	0	--
m.	Japan	0%					--	--	0	--
n.	Kansas City Field Accounting	0%					--	--	0	--
o.	Lawton	0%					--	--	0	--
p.	Lexington	0%					--	--	0	--
q.	Limestone	0%					--	--	0	--
r.	NAF Financial Services Texarkana	0%					--	--	0	--
s.	Norfolk	0%					--	--	0	--
t.	Oakland	0%					--	--	0	--
u.	Omaha	0%					--	--	0	--
v.	Orlando	0%					--	--	0	--
w.	Pacific (Hawaii)	0%					--	--	0	--
x.	Pensacola	100%					--	--	12	--
y.	Rock Island	0%					--	--	0	--
z.	Rome	0%					--	--	0	--
aa.	San Antonio	0%					--	--	0	--
ab.	San Bernadino	0%					--	--	0	--
ac.	San Diego	0%					--	--	0	--
ad.	Seaside	0%					--	--	0	--
ae.	St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								12	
a. Installation/Unit/Facility	42%					--	--	5	--
b. Major Command or Major Claimant	17%					--	--	2	--
c. Military Department Agency or Activity	8%					--	--	1	--
d. Military Department HQ	8%					--	--	1	--
e. DoD Agency	25%					--	--	3	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								12	
a. Working Capital Fund	17%					--	--	2	--
b. General Fund	92%					--	--	11	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	8%					--	--	1	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								12	
a. Working Capital Fund	8%					--	--	1	--
b. General Fund	67%					--	--	8	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	8%					--	--	1	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
e. Not Applicable	25%					--	--	3	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.67	1.37	12	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.67	1.56	12	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.67	1.15	12	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.73	1.35	11	1
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						3.83	1.47	12	0
0% 25% 50% 75% 100%						M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								12	
a. Telephone rang without answer or stayed busy	0%					--	--	0	--
b. Telephone/e-mail messages are not returned	33%					--	--	4	--
c. Difficulty with automated phone service	0%					--	--	0	--
d. E-mail forwarded multiple times	25%					--	--	3	--
e. Telephone call transferred multiple times	0%					--	--	0	--
f. Kept on hold	0%					--	--	0	--
g. Locating new contact due to DFAS turnover or reorganization	33%					--	--	4	--
h. Access to web-based accounting information/reports	17%					--	--	2	--
j. Not applicable	42%					--	--	5	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								12	
a. Regularly	33%					--	--	4	--
b. Occasionally	17%					--	--	2	--
c. Seldom	17%					--	--	2	--
d. Never	33%					--	--	4	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

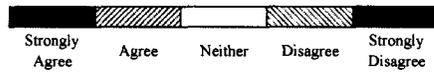
Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.17	1.03	12	0
13. The DFAS Accounting Services staff is courteous.						4.33	0.89	12	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.00	1.21	12	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.50	1.24	12	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.50	1.45	12	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.50	1.38	12	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.45	1.44	11	1
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.58	1.31	12	0
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.33	1.30	12	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						4.00	0.95	12	0
22. The DFAS Accounting Services staff provides services when promised.						3.50	1.09	12	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.75	1.22	12	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.45	1.29	11	1
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.75	1.06	12	0

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

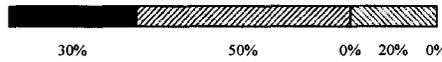
Item Results



M SD N NBJ

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



3.90 1.10 10 1

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.40 1.07 10 1

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



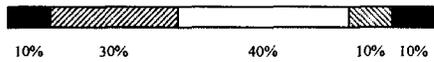
3.33 1.23 12 0

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



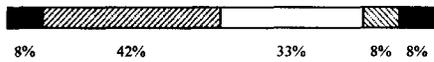
3.25 1.22 12 0

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.20 1.14 10 2

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

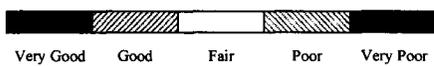


3.33 1.07 12 0

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.42 1.16 12 0



M SD N NBJ

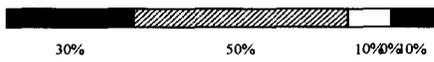
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



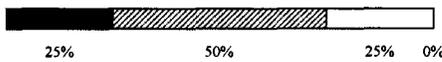
3.92 0.90 12 0

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.90 1.20 10 2

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



4.00 0.76 8 4

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



4.38 0.74 8 3

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



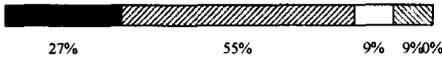
4.00 1.22 5 6

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



4.40 0.55 5 6

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.00 0.89 11 1

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola
Total number of responses: 12

Item Results

Overall Satisfaction

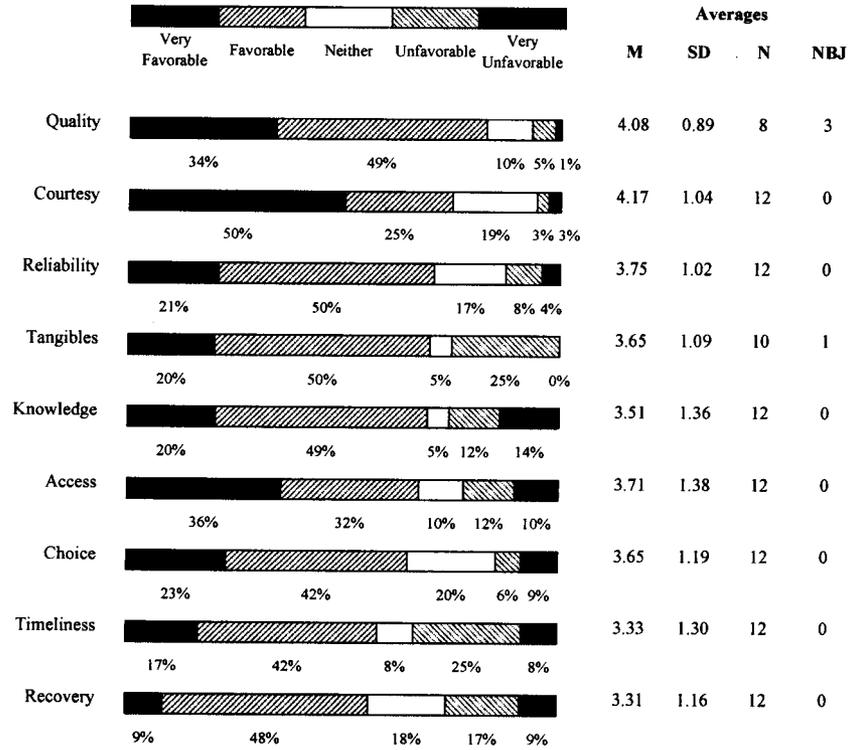
		M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?		3.92	1.16	12	0
		3.64	1.43	11	1
42. If you had a choice of service providers, would you use DFAS Accounting Services again?				12	
a. Yes	67%	--	--	8	--
b. No	8%	--	--	1	--
c. Do not know	25%	--	--	3	--
43. Would you recommend DFAS Accounting Services to others?				12	
a. Yes	58%	--	--	7	--
b. No	25%	--	--	3	--
c. Do not know	17%	--	--	2	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.		6.92	2.27	12	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?		6.25	2.56	12	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?		6.17	2.82	12	--

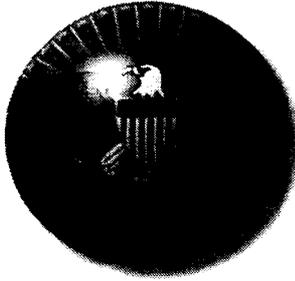
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Pensacola

Total number of responses: 12

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Rome

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome

Total number of responses: 74

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				74	
a. Army	99%	--	--	73	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	1%	--	--	1	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome

Total number of responses: 74

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								74	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	100%					--	--	74	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome

Total number of responses: 74

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS? 73									
a. Installation/Unit/Facility	63%					--	--	46	--
b. Major Command or Major Claimant	12%					--	--	9	--
c. Military Department Agency or Activity	3%					--	--	2	--
d. Military Department HQ	1%					--	--	1	--
e. DoD Agency	10%					--	--	7	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	11%					--	--	8	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply) 74									
a. Working Capital Fund	19%					--	--	14	--
b. General Fund	84%					--	--	62	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	1%					--	--	1	--
d. Nonappropriated Fund (NAF)	8%					--	--	6	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply) 74									
a. Working Capital Fund	16%					--	--	12	--
b. General Fund	54%					--	--	40	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	1%					--	--	1	--
d. Nonappropriated Fund (NAF)	7%					--	--	5	--
e. Not Applicable	30%					--	--	22	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome

Total number of responses: 74

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						4.01	0.90	74	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.93	1.03	73	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.82	0.99	71	2
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.90	0.98	63	10
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.11	0.90	71	2

10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)

		M	SD	N	NBJ
a. Telephone rang without answer or stayed busy	19%	--	--	14	--
b. Telephone/e-mail messages are not returned	12%	--	--	9	--
c. Difficulty with automated phone service	4%	--	--	3	--
d. E-mail forwarded multiple times	8%	--	--	6	--
e. Telephone call transferred multiple times	7%	--	--	5	--
f. Kept on hold	3%	--	--	2	--
g. Locating new contact due to DFAS turnover or reorganization	32%	--	--	24	--
h. Access to web-based accounting information/reports	9%	--	--	7	--
j. Not applicable	45%	--	--	33	--

11. During the last year, how often did you experience the difficulties you identified in the previous question?

		M	SD	N	NBJ
a. Regularly	10%	--	--	7	--
b. Occasionally	34%	--	--	24	--
c. Seldom	21%	--	--	15	--
d. Never	34%	--	--	24	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome
 Total number of responses: 74

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.21	0.89	72	2
13. The DFAS Accounting Services staff is courteous.						4.39	0.74	72	2
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.14	0.95	72	2
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.99	0.89	73	1
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.77	1.09	69	3
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.96	0.93	73	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						4.01	0.85	72	1
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.96	1.01	71	2
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.93	1.00	72	1
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						4.00	0.96	72	1
22. The DFAS Accounting Services staff provides services when promised.						3.89	0.98	73	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.67	0.96	67	5
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.69	0.96	58	14
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.79	0.99	70	3

Customer Satisfaction report prepared for: DFAS Accounting Services

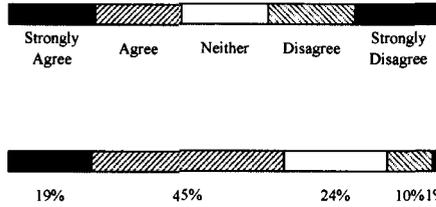
Results for: Rome

Total number of responses: 74

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.70 0.95 67 6

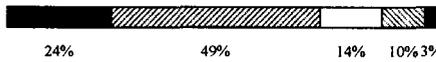
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.73 0.89 66 7

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.81 1.01 70 4

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



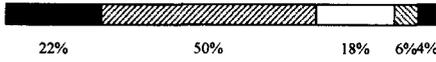
3.63 1.14 67 7

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



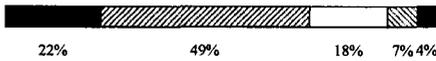
3.53 1.13 59 13

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.81 0.99 72 2

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.78 1.01 72 2

Very Good Good Fair Poor Very Poor

M SD N NBJ

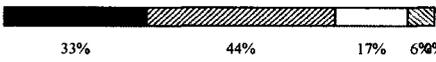
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



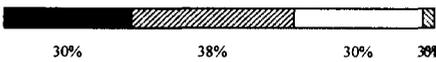
4.18 0.76 61 13

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



4.04 0.87 48 23

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



3.95 0.85 37 36

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.88 0.79 40 33

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



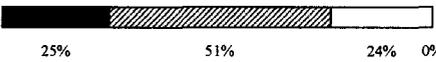
3.88 0.74 33 40

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.78 0.88 60 14

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.01 0.70 68 6

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome
Total number of responses: 74

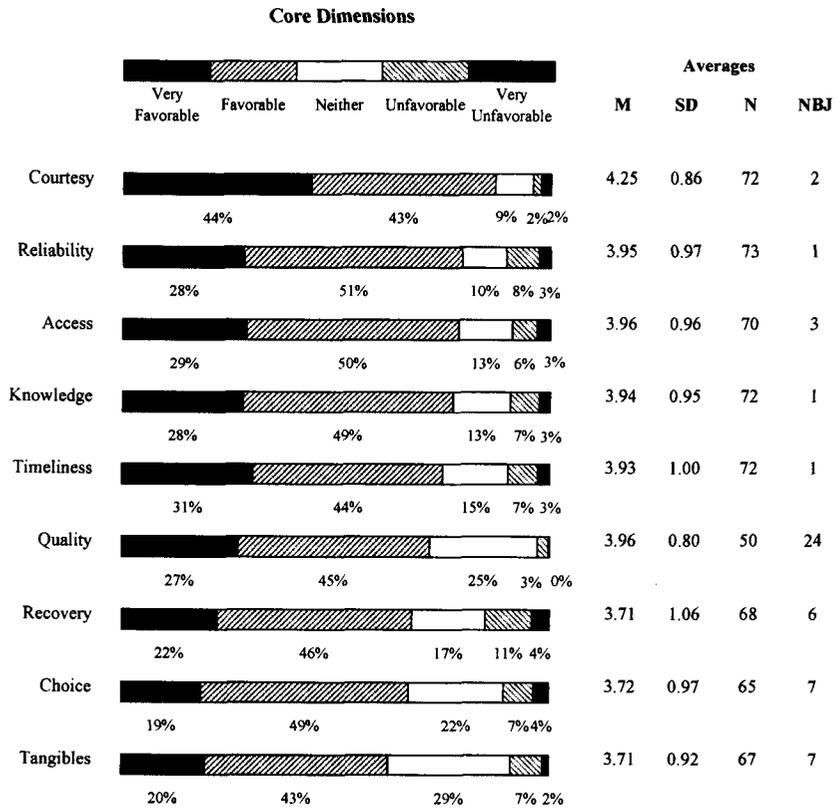
Item Results

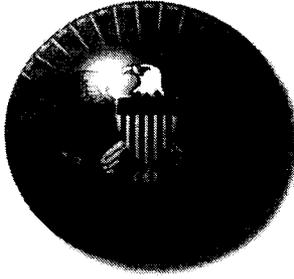
Overall Satisfaction

		M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?		3.85	1.10	73	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?		3.78	0.98	65	8
42. If you had a choice of service providers, would you use DFAS Accounting Services again?				73	
a. Yes	70%	--	--	51	--
b. No	12%	--	--	9	--
c. Do not know	18%	--	--	13	--
43. Would you recommend DFAS Accounting Services to others?				73	
a. Yes	68%	--	--	50	--
b. No	14%	--	--	10	--
c. Do not know	18%	--	--	13	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.		6.95	2.13	73	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?		6.88	2.23	74	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?		6.75	2.35	72	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rome
Total number of responses: 74





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Air Force

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

0% 25% 50% 75% 100% **M** **SD** **N** **NBJ**

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				54	
a. Army	0%	--	--	0	--
b. Navy	0%	--	--	0	--
c. Air Force	100%	--	--	54	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
 Total number of responses: 54

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								54	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	9%	■				--	--	5	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	9%	■				--	--	5	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	24%	■				--	--	13	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	13%	■				--	--	7	--
v. Orlando	28%	■				--	--	15	--
w. Pacific (Hawaii)	6%	■				--	--	3	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	11%	■				--	--	6	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								54	
a. Installation/Unit/Facility	83%					--	--	45	--
b. Major Command or Major Claimant	7%					--	--	4	--
c. Military Department Agency or Activity	2%					--	--	1	--
d. Military Department HQ	4%					--	--	2	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	4%					--	--	2	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								54	
a. Working Capital Fund	17%					--	--	9	--
b. General Fund	85%					--	--	46	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	7%					--	--	4	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								54	
a. Working Capital Fund	13%					--	--	7	--
b. General Fund	57%					--	--	31	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	6%					--	--	3	--
e. Not Applicable	33%					--	--	18	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.96	0.99	52	2
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.88	0.90	52	2
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.73	1.12	52	2
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.94	1.09	49	5
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.02	0.95	51	3
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								54	
a. Telephone rang without answer or stayed busy	26%					--	--	14	--
b. Telephone/e-mail messages are not returned	26%					--	--	14	--
c. Difficulty with automated phone service	7%					--	--	4	--
d. E-mail forwarded multiple times	15%					--	--	8	--
e. Telephone call transferred multiple times	13%					--	--	7	--
f. Kept on hold	7%					--	--	4	--
g. Locating new contact due to DFAS turnover or reorganization	30%					--	--	16	--
h. Access to web-based accounting information/reports	2%					--	--	1	--
j. Not applicable	41%					--	--	22	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								53	
a. Regularly	9%					--	--	5	--
b. Occasionally	28%					--	--	15	--
c. Seldom	26%					--	--	14	--
d. Never	36%					--	--	19	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.08	1.00	53	1
13. The DFAS Accounting Services staff is courteous.						4.17	0.94	53	1
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.02	1.07	53	1
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.92	1.02	53	1
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.60	1.10	53	1
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.88	0.94	52	2
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.87	1.02	53	1
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.88	1.06	52	2
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.70	1.03	53	1
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.85	1.01	53	1
22. The DFAS Accounting Services staff provides services when promised.						3.74	1.00	53	1
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.76	0.90	49	5
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.66	1.01	47	7
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.87	0.84	52	2

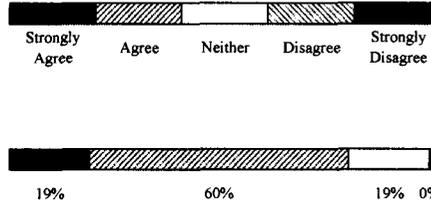
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.94 0.76 48 5

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.80 0.81 50 4

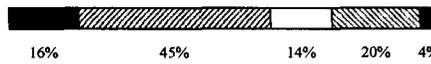
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.58 0.99 50 4

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.49 1.12 49 4

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.64 1.01 47 7

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

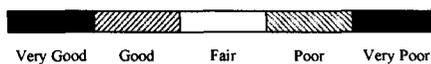


3.68 0.96 50 4

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



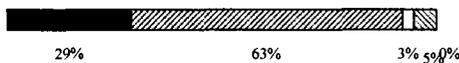
3.61 1.08 51 3



M SD N NBJ

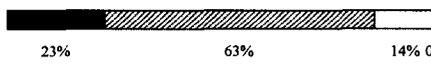
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.16 0.72 38 16

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



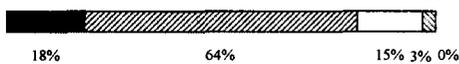
4.09 0.61 35 19

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



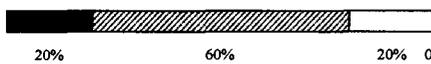
4.07 0.55 27 27

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.97 0.68 33 21

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



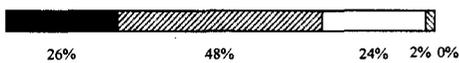
4.00 0.65 25 28

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.69 1.00 32 22

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.98 0.77 46 8

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force
Total number of responses: 54

Item Results

Overall Satisfaction

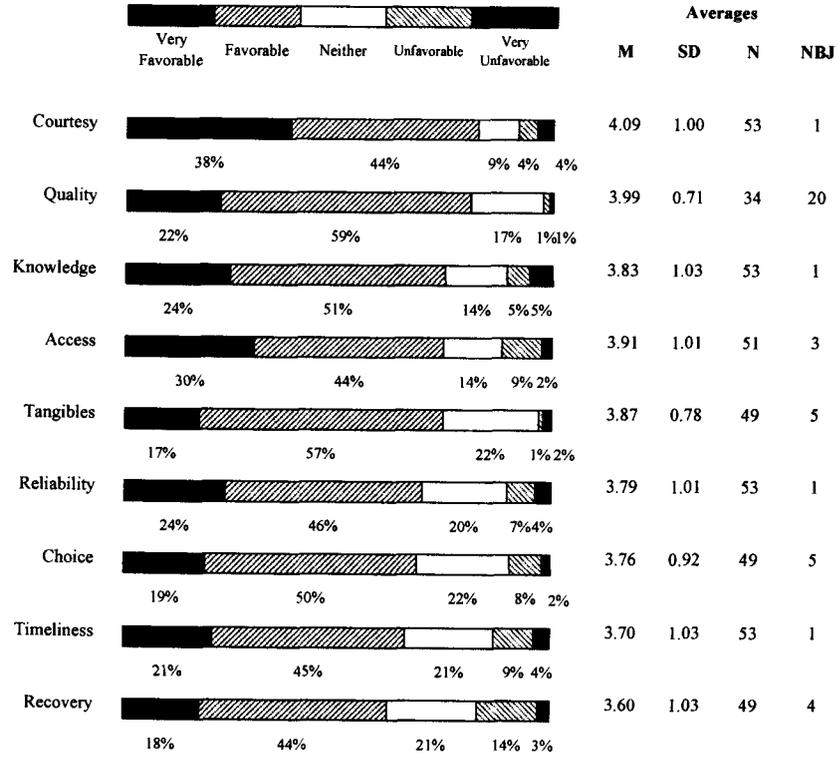
		M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?		4.19	0.74	52	2
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?		3.78	0.87	46	8
42. If you had a choice of service providers, would you use DFAS Accounting Services again?				54	
a. Yes	67%	--	--	36	--
b. No	17%	--	--	9	--
c. Do not know	17%	--	--	9	--
43. Would you recommend DFAS Accounting Services to others?				54	
a. Yes	63%	--	--	34	--
b. No	13%	--	--	7	--
c. Do not know	24%	--	--	13	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.		7.13	1.71	54	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?		6.79	2.21	52	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?		6.12	2.37	52	--

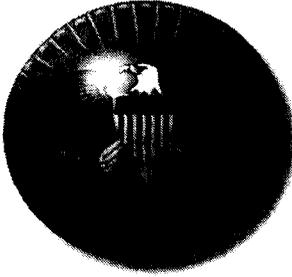
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Air Force

Total number of responses: 54

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Navy

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy

Total number of responses: 45

Item Results

0% 25% 50% 75% 100% **M** **SD** **N** **NBJ**

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
a. Army	0%	--	--	0	--
b. Navy	100%	--	--	45	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy

Total number of responses: 45

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								45	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	7%	■				--	--	3	--
c. DFAS Columbus	4%	■				--	--	2	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	4%	■				--	--	2	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	13%	■				--	--	6	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	4%	■				--	--	2	--
m. Japan	2%	■				--	--	1	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	36%	■				--	--	16	--
t. Oakland	9%	■				--	--	4	--
u. Omaha	2%	■				--	--	1	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	18%	■				--	--	8	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy

Total number of responses: 45

		Item Results				M	SD	N	NBJ
		0%	25%	50%	75%	100%			
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?								45	
a.	Installation/Unit/Facility	36%					--	16	--
b.	Major Command or Major Claimant	29%					--	13	--
c.	Military Department Agency or Activity	20%					--	9	--
d.	Military Department HQ	2%					--	1	--
e.	DoD Agency	9%					--	4	--
f.	OSD Staff	0%					--	0	--
g.	Not Applicable	4%					--	2	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)								45	
a.	Working Capital Fund	47%					--	21	--
b.	General Fund	58%					--	26	--
c.	Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	0	--
d.	Nonappropriated Fund (NAF)	4%					--	2	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)								45	
a.	Working Capital Fund	38%					--	17	--
b.	General Fund	44%					--	20	--
c.	Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	0	--
d.	Nonappropriated Fund (NAF)	2%					--	1	--
e.	Not Applicable	16%					--	7	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy

Total number of responses: 45

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	20%	38%	16%	22%	4%	3.47	1.18	45	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	22%	31%	11%	27%	9%	3.31	1.33	45	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	9%	42%	4%	33%	11%	3.04	1.26	45	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	14%	38%	19%	21%	7%	3.31	1.18	42	3
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	22%	44%	13%	16%	4%	3.64	1.13	45	0
0% 25% 50% 75% 100%									
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								45	
a. Telephone rang without answer or stayed busy	22%					--	--	10	--
b. Telephone/e-mail messages are not returned	38%					--	--	17	--
c. Difficulty with automated phone service	7%					--	--	3	--
d. E-mail forwarded multiple times	22%					--	--	10	--
e. Telephone call transferred multiple times	7%					--	--	3	--
f. Kept on hold	4%					--	--	2	--
g. Locating new contact due to DFAS turnover or reorganization	33%					--	--	15	--
h. Access to web-based accounting information/reports	16%					--	--	7	--
j. Not applicable	38%					--	--	17	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								43	
a. Regularly	30%					--	--	13	--
b. Occasionally	30%					--	--	13	--
c. Seldom	19%					--	--	8	--
d. Never	21%					--	--	9	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy
Total number of responses: 45

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						3.53	1.08	45	0
13. The DFAS Accounting Services staff is courteous.						3.96	0.85	45	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						3.53	1.08	45	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						2.95	1.28	44	1
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						2.89	1.17	44	1
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.07	1.11	44	1
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.17	1.03	42	3
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.25	1.12	44	1
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.13	1.08	45	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.29	1.08	45	0
22. The DFAS Accounting Services staff provides services when promised.						3.14	1.05	42	2
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.14	1.15	44	1
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.02	1.20	42	3
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.13	1.14	45	0

Customer Satisfaction report prepared for: DFAS Accounting Services

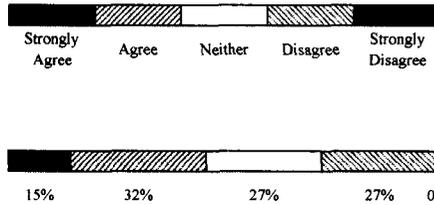
Results for: Navy

Total number of responses: 45

Item Results

Tangibles

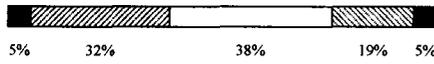
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.34 1.04 41 1

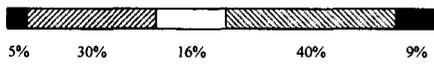
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.14 0.98 37 4

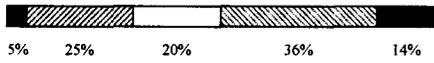
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



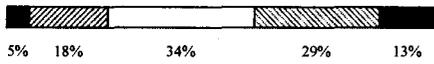
2.81 1.12 43 2

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



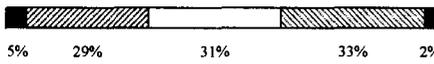
2.70 1.13 44 1

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



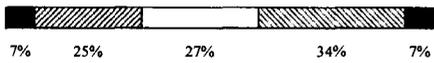
2.74 1.08 38 7

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.00 0.96 42 3

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.

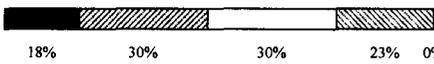


2.91 1.07 44 1

Very Good Good Fair Poor Very Poor M SD N NBJ

Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



3.43 1.03 40 5

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.19 1.31 36 9

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



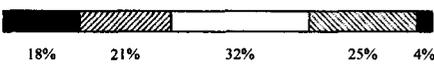
3.52 1.02 29 14

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



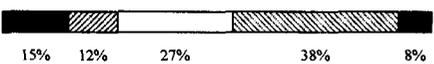
3.58 1.23 33 10

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



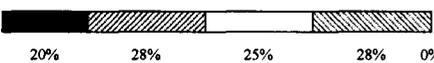
3.25 1.14 28 14

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



2.88 1.21 26 17

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.40 1.10 40 4

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy
Total number of responses: 45

Item Results

Overall Satisfaction

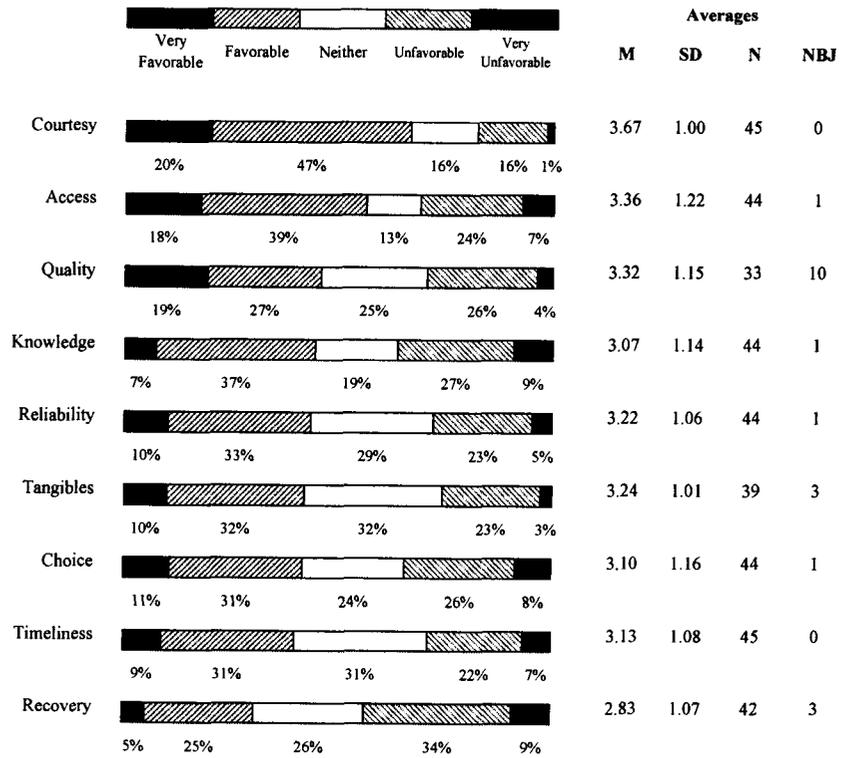
	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	13%	27%	18%	36%	7%	3.04	1.21	45	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	15%	17%	22%	37%	10%	2.90	1.24	41	4
42. If you had a choice of service providers, would you use DFAS Accounting Services again?								45	
a. Yes	29%					--	--	13	--
b. No		49%				--	--	22	--
c. Do not know			22%			--	--	10	--
43. Would you recommend DFAS Accounting Services to others?								45	
a. Yes	24%					--	--	11	--
b. No		58%				--	--	26	--
c. Do not know			18%			--	--	8	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						4.93	2.41	44	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						4.49	2.74	45	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						4.48	2.69	44	--

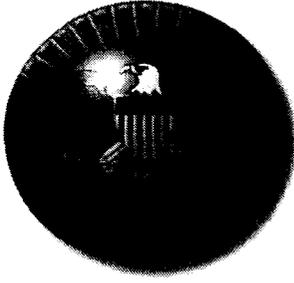
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Navy

Total number of responses: 45

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ 2004 Defense Agency Network

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

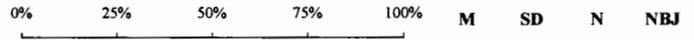
- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network

Total number of responses: 21

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

	0%	25%	50%	75%	100%	M	SD	N	NBJ
								21	
a. Army	0%					--	--	0	--
b. Navy	0%					--	--	0	--
c. Air Force	0%					--	--	0	--
d. Marine Corps	0%					--	--	0	--
e. Other DoD Agency	100%					--	--	21	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
Total number of responses: 21

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
I. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								21	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	57%					--	--	12	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	29%					--	--	6	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	10%					--	--	2	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	5%					--	--	1	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network

Total number of responses: 21

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								21	
a. Installation/Unit/Facility	5%	■				--	--	1	--
b. Major Command or Major Claimant	0%					--	--	0	--
c. Military Department Agency or Activity	5%	■				--	--	1	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	90%	■■■■■				--	--	19	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								21	
a. Working Capital Fund	38%	■■■■■				--	--	8	--
b. General Fund	71%	■■■■■				--	--	15	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	5%	■				--	--	1	--
d. Nonappropriated Fund (NAF)	10%	■				--	--	2	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								21	
a. Working Capital Fund	14%	■				--	--	3	--
b. General Fund	62%	■■■■■				--	--	13	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	5%	■				--	--	1	--
d. Nonappropriated Fund (NAF)	10%	■				--	--	2	--
e. Not Applicable	29%	■■■■■				--	--	6	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
Total number of responses: 21

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	29%	52%	14%	5%	0%	4.05	0.80	21	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	43%	43%	0%	14%	0%	4.14	1.01	21	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	24%	48%	19%	10%	0%	3.86	0.91	21	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	38%	48%	10%	5%	0%	4.19	0.81	21	0
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	57%	29%	0%	14%	0%	4.29	1.06	21	0
						M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								21	
a. Telephone rang without answer or stayed busy	5%					--	--	1	--
b. Telephone/e-mail messages are not returned	24%					--	--	5	--
c. Difficulty with automated phone service	5%					--	--	1	--
d. E-mail forwarded multiple times	10%					--	--	2	--
e. Telephone call transferred multiple times	0%					--	--	0	--
f. Kept on hold	0%					--	--	0	--
g. Locating new contact due to DFAS turnover or reorganization	10%					--	--	2	--
h. Access to web-based accounting information/reports	14%					--	--	3	--
j. Not applicable	52%					--	--	11	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								18	
a. Regularly	17%					--	--	3	--
b. Occasionally	17%					--	--	3	--
c. Seldom	39%					--	--	7	--
d. Never	28%					--	--	5	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
 Total number of responses: 21

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.	48%		38%	10%	5% 0%	4.29	0.85	21	0
13. The DFAS Accounting Services staff is courteous.	57%		38%	5%	0%	4.52	0.60	21	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.	57%		33%	5%	5% 0%	4.43	0.81	21	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.	29%		57%	10%	5% 0%	4.10	0.77	21	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.	29%		38%	10%	24% 0%	3.71	1.15	21	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.	29%		48%	5%	10% 10%	3.76	1.26	21	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.	29%		43%	14%	10% 5%	3.81	1.12	21	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.	35%		25%	30%	0% 10%	3.75	1.25	20	1
Timeliness									
20. The DFAS Accounting Services staff provides timely service.	24%		43%	10%	14% 10%	3.57	1.29	21	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.	25%		40%	20%	5% 10%	3.65	1.23	20	1
22. The DFAS Accounting Services staff provides services when promised.	19%		52%	14%	14% 0%	3.76	0.94	21	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.	17%		44%	17%	6% 17%	3.39	1.33	18	2
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.	17%		39%	33%	11% 0%	3.61	0.92	18	3
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.	25%		25%	25%	25% 0%	3.50	1.15	20	1

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
Total number of responses: 21

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Tangibles									
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.						3.28	1.32	18	3
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.						3.83	0.71	18	3
Recovery									
28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.						3.57	0.98	21	0
29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.						3.29	1.19	21	0
30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.						3.61	1.09	18	3
31. The DFAS Accounting Services staff is flexible in finding solutions to problems.						3.48	1.12	21	0
32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.						3.43	1.33	21	0
	Very Good	Good	Fair	Poor	Very Poor	M	SD	N	NBJ
Quality									
33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?						3.50	1.20	18	2
34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?						3.18	1.47	17	4
35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?						4.15	0.90	13	7
36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?						3.65	1.17	17	4
37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?						3.40	1.40	15	5
38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?						3.38	1.04	13	7
39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?						3.60	1.14	20	1

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
Total number of responses: 21

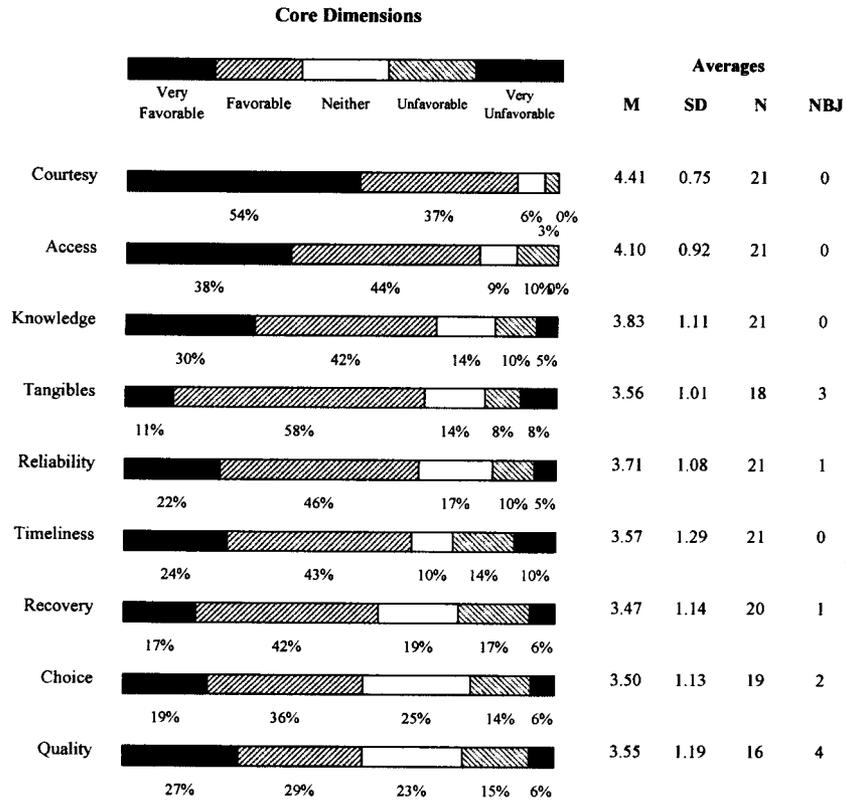
Item Results

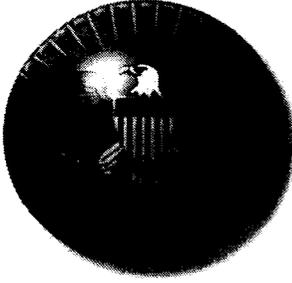
Overall Satisfaction

Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	29%		38%	24%	5%	3.81	1.08	21	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	14%	33%	29%	19%	5%	3.33	1.11	21	0
42. If you had a choice of service providers, would you use DFAS Accounting Services again?								21	
a. Yes	48%					--	--	10	--
b. No	24%					--	--	5	--
c. Do not know	29%					--	--	6	--
43. Would you recommend DFAS Accounting Services to others?								21	
a. Yes	38%					--	--	8	--
b. No	24%					--	--	5	--
c. Do not know	38%					--	--	8	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.24	2.49	21	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						5.95	2.48	20	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						5.50	2.42	20	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: 2004 Defense Agency Network
 Total number of responses: 21





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ DNO

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Item Results

0% 25% 50% 75% 100% **M** **SD** **N** **NBJ**

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				26	
a. Army	100%	--	--	26	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

		Item Results					M	SD	N	NBJ
		0%	25%	50%	75%	100%				
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?									26	
a.	DFAS Arlington	0%					--	--	0	--
b.	DFAS Cleveland	0%					--	--	0	--
c.	DFAS Columbus	0%					--	--	0	--
d.	DFAS Denver	0%					--	--	0	--
e.	DFAS Indianapolis	0%					--	--	0	--
g.	DFAS Kansas City	0%					--	--	0	--
h.	Charleston	0%					--	--	0	--
i.	Dayton	0%					--	--	0	--
j.	Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k.	Directorate of Network Operations (DNO)	100%					--	--	26	--
l.	Europe	0%					--	--	0	--
m.	Japan	0%					--	--	0	--
n.	Kansas City Field Accounting	0%					--	--	0	--
o.	Lawton	0%					--	--	0	--
p.	Lexington	0%					--	--	0	--
q.	Limestone	0%					--	--	0	--
r.	NAF Financial Services Texarkana	0%					--	--	0	--
s.	Norfolk	0%					--	--	0	--
t.	Oakland	0%					--	--	0	--
u.	Omaha	0%					--	--	0	--
v.	Orlando	0%					--	--	0	--
w.	Pacific (Hawaii)	0%					--	--	0	--
x.	Pensacola	0%					--	--	0	--
y.	Rock Island	0%					--	--	0	--
z.	Rome	0%					--	--	0	--
aa.	San Antonio	0%					--	--	0	--
ab.	San Bernadino	0%					--	--	0	--
ac.	San Diego	0%					--	--	0	--
ad.	Seaside	0%					--	--	0	--
ae.	St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								26	
a. Installation/Unit/Facility	23%					--	--	6	--
b. Major Command or Major Claimant	31%					--	--	8	--
c. Military Department Agency or Activity	23%					--	--	6	--
d. Military Department HQ	19%					--	--	5	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	4%					--	--	1	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								26	
a. Working Capital Fund	19%					--	--	5	--
b. General Fund	92%					--	--	24	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	4%					--	--	1	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								26	
a. Working Capital Fund	8%					--	--	2	--
b. General Fund	65%					--	--	17	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	4%					--	--	1	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
e. Not Applicable	31%					--	--	8	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	31%	46%	12%	12%	0%	3.96	0.96	26	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	35%	46%	4%	12%	4%	3.96	1.11	26	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	23%	42%	8%	19%	8%	3.54	1.27	26	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	29%	42%	21%	8%	0%	3.92	0.93	24	2
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	35%	42%	8%	15%	0%	3.96	1.04	26	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								26	
a. Telephone rang without answer or stayed busy	27%					--	--	7	--
b. Telephone/e-mail messages are not returned	31%					--	--	8	--
c. Difficulty with automated phone service	15%					--	--	4	--
d. E-mail forwarded multiple times	8%					--	--	2	--
e. Telephone call transferred multiple times	0%					--	--	0	--
f. Kept on hold	8%					--	--	2	--
g. Locating new contact due to DFAS turnover or reorganization	42%					--	--	11	--
h. Access to web-based accounting information/reports	23%					--	--	6	--
j. Not applicable	31%					--	--	8	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								26	
a. Regularly	19%					--	--	5	--
b. Occasionally	46%					--	--	12	--
c. Seldom	8%					--	--	2	--
d. Never	27%					--	--	7	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.	31%	54%	4%	12%	0%	4.04	0.92	26	0
13. The DFAS Accounting Services staff is courteous.	38%	58%	4%	0%	0%	4.35	0.56	26	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.	38%	42%	12%	8%	0%	4.12	0.91	26	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.	27%	50%	23%	0%	0%	4.04	0.72	26	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.	12%	42%	23%	23%	0%	3.42	0.99	26	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.	19%	42%	27%	12%	0%	3.69	0.93	26	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.	19%	54%	19%	8%	0%	3.85	0.83	26	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.	23%	46%	19%	12%	0%	3.81	0.94	26	0
Timeliness									
20. The DFAS Accounting Services staff provides timely service.	12%	58%	15%	12%	4%	3.62	0.98	26	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.	19%	58%	15%	8%	0%	3.88	0.82	26	0
22. The DFAS Accounting Services staff provides services when promised.	19%	54%	15%	12%	0%	3.81	0.90	26	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.	12%	42%	19%	27%	0%	3.38	1.02	26	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.	13%	43%	35%	9%	0%	3.61	0.84	23	3
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.	12%	50%	23%	12%	4%	3.54	0.99	26	0

Customer Satisfaction report prepared for: DFAS Accounting Services

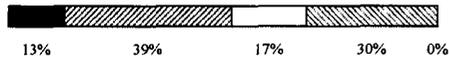
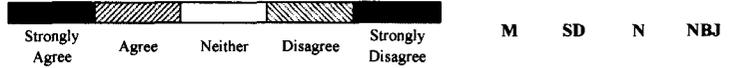
Results for: DNO

Total number of responses: 26

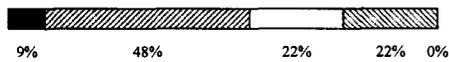
Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



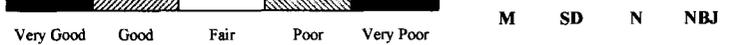
30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this informatin.



31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

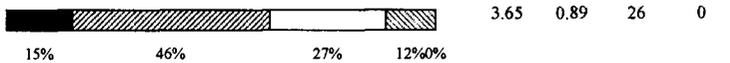


32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.

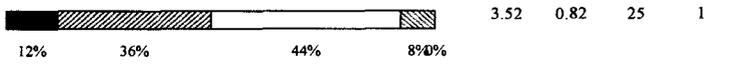


Quality

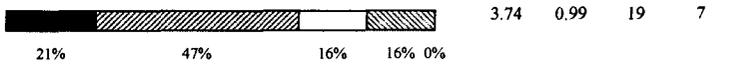
33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



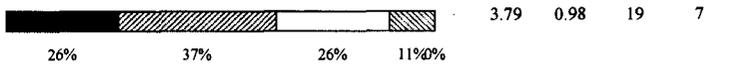
34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



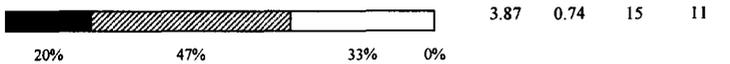
35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



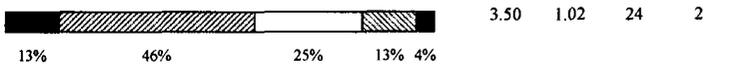
36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



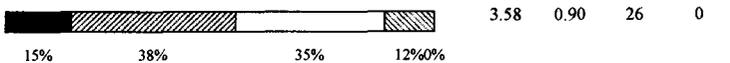
37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Item Results

Overall Satisfaction

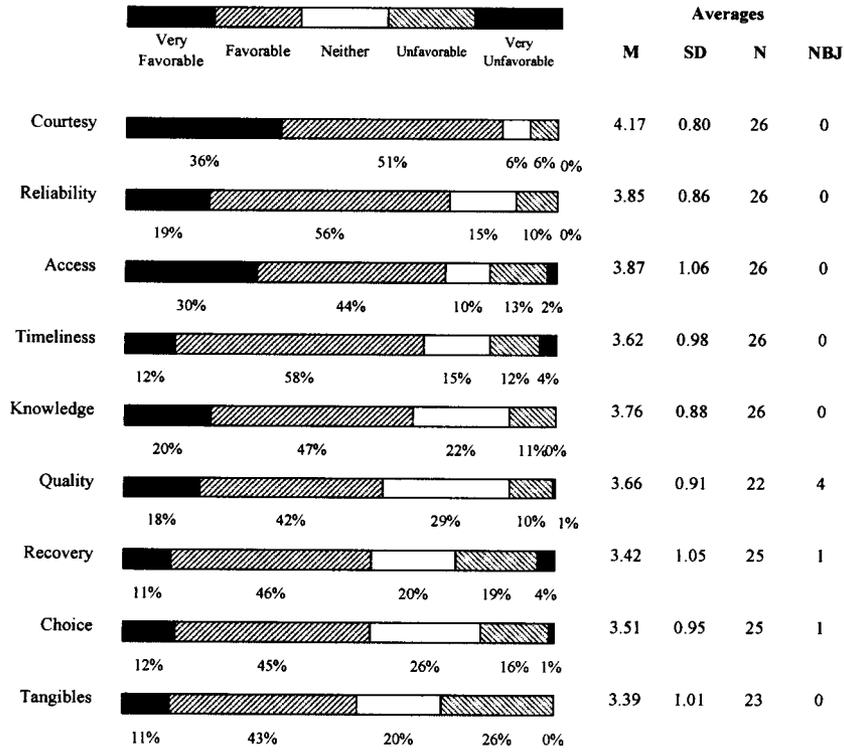
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	8%	58%	15%	12%	8%	3.46	1.07	26	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	6%	35%	41%	18%	0%	3.29	0.85	17	9
42. If you had a choice of service providers, would you use DFAS Accounting Services again?								26	
a. Yes	46%					--	--	12	--
b. No	31%					--	--	8	--
c. Do not know	23%					--	--	6	--
43. Would you recommend DFAS Accounting Services to others?								25	
a. Yes	36%					--	--	9	--
b. No	28%					--	--	7	--
c. Do not know	36%					--	--	9	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						5.96	2.16	26	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						5.58	2.39	26	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						5.27	2.47	26	--

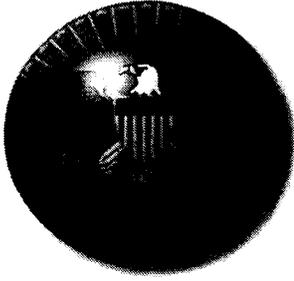
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DNO

Total number of responses: 26

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ DFAS Indianapolis

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis

Total number of responses: 56

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
a. Army	86%	--	--	48	--
b. Navy	4%	--	--	2	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	11%	--	--	6	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis

Total number of responses: 56

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								56	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	100%					--	--	56	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis
Total number of responses: 56

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								56	
a. Installation/Unit/Facility	21%					--	--	12	--
b. Major Command or Major Claimant	39%					--	--	22	--
c. Military Department Agency or Activity	11%					--	--	6	--
d. Military Department HQ	11%					--	--	6	--
e. DoD Agency	14%					--	--	8	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	4%					--	--	2	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								56	
a. Working Capital Fund	14%					--	--	8	--
b. General Fund	86%					--	--	48	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	7%					--	--	4	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								56	
a. Working Capital Fund	9%					--	--	5	--
b. General Fund	55%					--	--	31	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	4%					--	--	2	--
e. Not Applicable	36%					--	--	20	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis
Total number of responses: 56

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.96	0.97	56	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						4.04	0.82	55	1
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.59	0.93	56	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.78	1.16	49	6
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						3.95	1.03	55	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								56	
a. Telephone rang without answer or stayed busy	16%					--	--	9	--
b. Telephone/e-mail messages are not returned	29%					--	--	16	--
c. Difficulty with automated phone service	7%					--	--	4	--
d. E-mail forwarded multiple times	5%					--	--	3	--
e. Telephone call transferred multiple times	14%					--	--	8	--
f. Kept on hold	0%					--	--	0	--
g. Locating new contact due to DFAS turnover or reorganization	27%					--	--	15	--
h. Access to web-based accounting information/reports	20%					--	--	11	--
j. Not applicable	34%					--	--	19	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								50	
a. Regularly	12%					--	--	6	--
b. Occasionally	40%					--	--	20	--
c. Seldom	30%					--	--	15	--
d. Never	18%					--	--	9	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis
 Total number of responses: 56

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.05	0.76	55	0
13. The DFAS Accounting Services staff is courteous.						4.27	0.62	55	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						3.98	0.78	55	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.98	0.73	55	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.50	1.06	54	1
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.69	0.94	55	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.78	0.85	55	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.83	0.88	52	3
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.75	0.89	55	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.70	0.89	53	2
22. The DFAS Accounting Services staff provides services when promised.						3.84	0.83	55	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.39	1.10	51	4
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.56	0.92	48	7
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.61	0.94	54	1

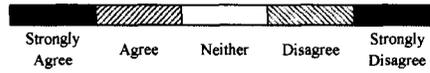
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis
Total number of responses: 56

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.43 1.10 51 3

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.62 0.84 53 2

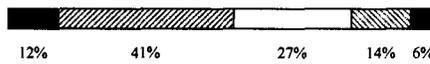
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



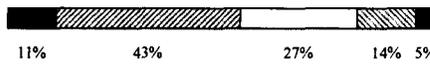
3.57 0.93 53 2

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



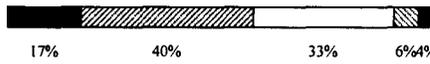
3.39 1.06 51 4

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.43 1.02 44 11

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

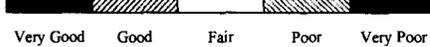


3.62 0.97 52 2

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.49 1.07 55 0



M SD N NBJ

Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



3.71 1.01 48 7

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.60 1.11 42 13

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



3.72 1.00 36 19

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.59 1.08 34 21

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



3.65 1.09 26 29

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.53 0.91 43 12

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.77 0.96 52 3

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis

Total number of responses: 56

Item Results

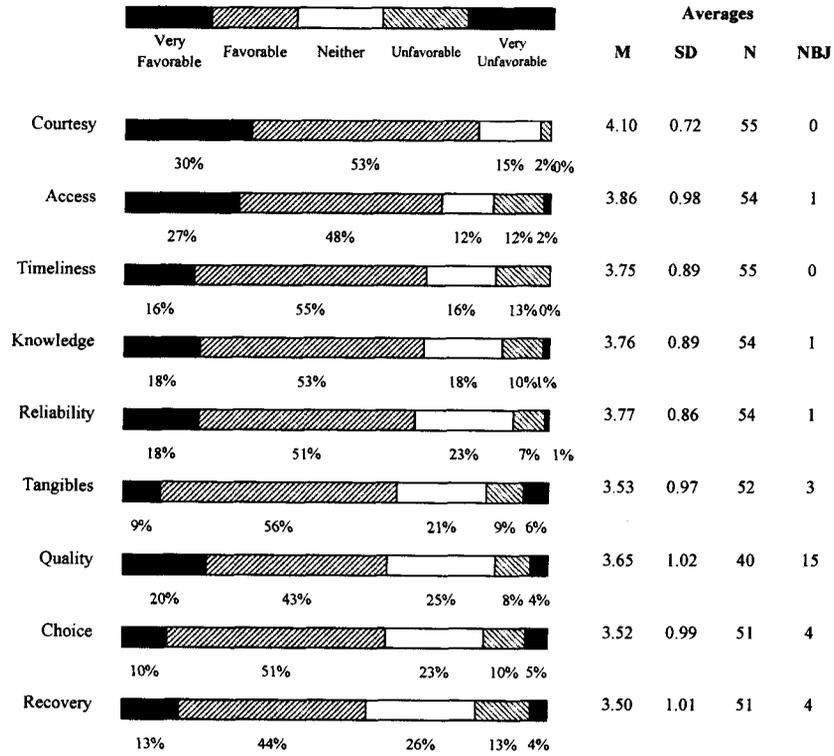
Overall Satisfaction

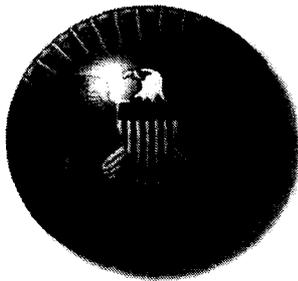
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	24%	51%	13%	11%	2%	3.84	0.98	55	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	18%	37%	27%	14%	4%	3.51	1.08	49	6
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									
a. Yes	64%					--	--	35	--
b. No	15%					--	--	8	--
c. Do not know	22%					--	--	12	--
43. Would you recommend DFAS Accounting Services to others?									
a. Yes	51%					--	--	28	--
b. No	16%					--	--	9	--
c. Do not know	33%					--	--	18	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.55	2.32	55	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						6.37	2.06	54	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						5.95	2.22	55	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: DFAS Indianapolis
 Total number of responses: 56

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Limestone

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

Item Results

0% 25% 50% 75% 100% M SD N NBJ

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

	0%	25%	50%	75%	100%	M	SD	N	NBJ
a. Army	0%					--	--	0	--
b. Navy	0%					--	--	0	--
c. Air Force	100%					--	--	13	--
d. Marine Corps	0%					--	--	0	--
e. Other DoD Agency	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
 Total number of responses: 13

		Item Results									
		0%	25%	50%	75%	100%	M	SD	N	NBJ	
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?										13	
a.	DFAS Arlington	0%					--	--	0	--	
b.	DFAS Cleveland	0%					--	--	0	--	
c.	DFAS Columbus	0%					--	--	0	--	
d.	DFAS Denver	0%					--	--	0	--	
e.	DFAS Indianapolis	0%					--	--	0	--	
g.	DFAS Kansas City	0%					--	--	0	--	
h.	Charleston	0%					--	--	0	--	
i.	Dayton	0%					--	--	0	--	
j.	Defense Agencies Financial Services (DAFS)	0%					--	--	0	--	
k.	Directorate of Network Operations (DNO)	0%					--	--	0	--	
l.	Europe	0%					--	--	0	--	
m.	Japan	0%					--	--	0	--	
n.	Kansas City Field Accounting	0%					--	--	0	--	
o.	Lawton	0%					--	--	0	--	
p.	Lexington	0%					--	--	0	--	
q.	Limestone	100%						--	--	13	--
r.	NAF Financial Services Texarkana	0%					--	--	0	--	
s.	Norfolk	0%					--	--	0	--	
t.	Oakland	0%					--	--	0	--	
u.	Omaha	0%					--	--	0	--	
v.	Orlando	0%					--	--	0	--	
w.	Pacific (Hawaii)	0%					--	--	0	--	
x.	Pensacola	0%					--	--	0	--	
y.	Rock Island	0%					--	--	0	--	
z.	Rome	0%					--	--	0	--	
aa.	San Antonio	0%					--	--	0	--	
ab.	San Bernadino	0%					--	--	0	--	
ac.	San Diego	0%					--	--	0	--	
ad.	Seaside	0%					--	--	0	--	
ae.	St. Louis	0%					--	--	0	--	

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								13	
a. Installation/Unit/Facility	92%					--	--	12	--
b. Major Command or Major Claimant	8%					--	--	1	--
c. Military Department Agency or Activity	0%					--	--	0	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								13	
a. Working Capital Fund	15%					--	--	2	--
b. General Fund	92%					--	--	12	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								13	
a. Working Capital Fund	8%					--	--	1	--
b. General Fund	77%					--	--	10	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	8%					--	--	1	--
e. Not Applicable	23%					--	--	3	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.85	1.14	13	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.85	1.07	13	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.69	1.25	13	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						4.08	0.95	13	0
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						3.92	1.04	13	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)								13	
a. Telephone rang without answer or stayed busy	46%					--	--	6	--
b. Telephone/e-mail messages are not returned	23%					--	--	3	--
c. Difficulty with automated phone service	0%					--	--	0	--
d. E-mail forwarded multiple times	8%					--	--	1	--
e. Telephone call transferred multiple times	8%					--	--	1	--
f. Kept on hold	8%					--	--	1	--
g. Locating new contact due to DFAS turnover or reorganization	31%					--	--	4	--
h. Access to web-based accounting information/reports	0%					--	--	0	--
j. Not applicable	31%					--	--	4	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?								13	
a. Regularly	8%					--	--	1	--
b. Occasionally	15%					--	--	2	--
c. Seldom	46%					--	--	6	--
d. Never	31%					--	--	4	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
--	----------------	-------	---------	----------	-------------------	---	----	---	-----

Courtesy

12. The DFAS Accounting Services staff is always willing to help me.



4.46 0.66 13 0

13. The DFAS Accounting Services staff is courteous.



4.54 0.78 13 0

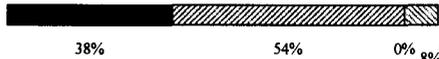
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.



4.38 0.96 13 0

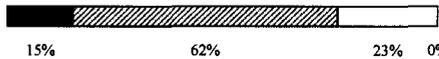
Knowledge

15. The DFAS Accounting Services staff is knowledgeable.



4.23 0.83 13 0

16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.



3.92 0.64 13 0

17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.



4.23 0.60 13 0

18. The DFAS Accounting Services staff is able to explain their products and/or services.



4.23 0.73 13 0

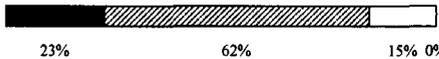
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.



4.23 1.01 13 0

Timeliness

20. The DFAS Accounting Services staff provides timely service.



4.08 0.64 13 0

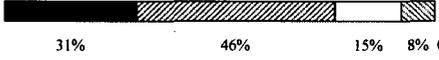
Reliability

21. Overall, DFAS Accounting Services provides accurate reports and services.



4.23 0.44 13 0

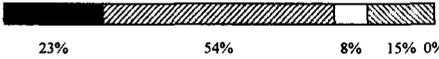
22. The DFAS Accounting Services staff provides services when promised.



4.00 0.91 13 0

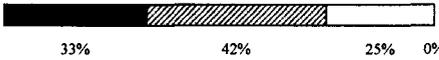
Choice

23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.



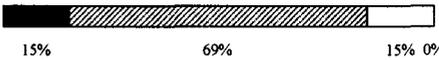
3.85 0.99 13 0

24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.



4.08 0.79 12 1

25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.



4.00 0.58 13 0

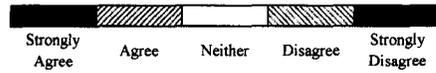
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

4.08 0.51 12 1

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.69 0.75 13 0

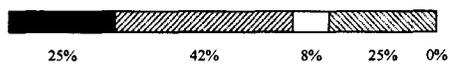
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.77 1.09 13 0

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



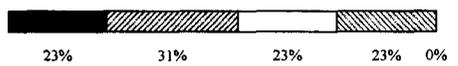
3.67 1.15 12 0

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.64 1.21 11 2

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

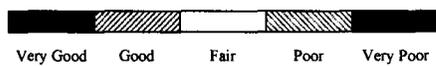


3.54 1.13 13 0

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



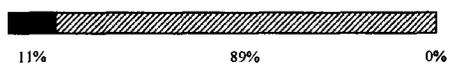
3.92 0.76 13 0



M SD N NBJ

Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.11 0.33 9 4

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



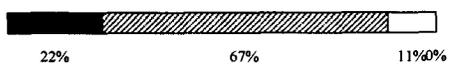
4.00 0.53 8 5

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



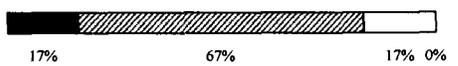
3.89 0.60 9 4

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



4.11 0.60 9 4

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



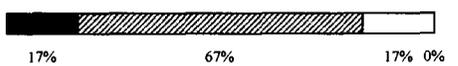
4.00 0.63 6 6

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.75 0.71 8 5

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.00 0.60 12 1

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13

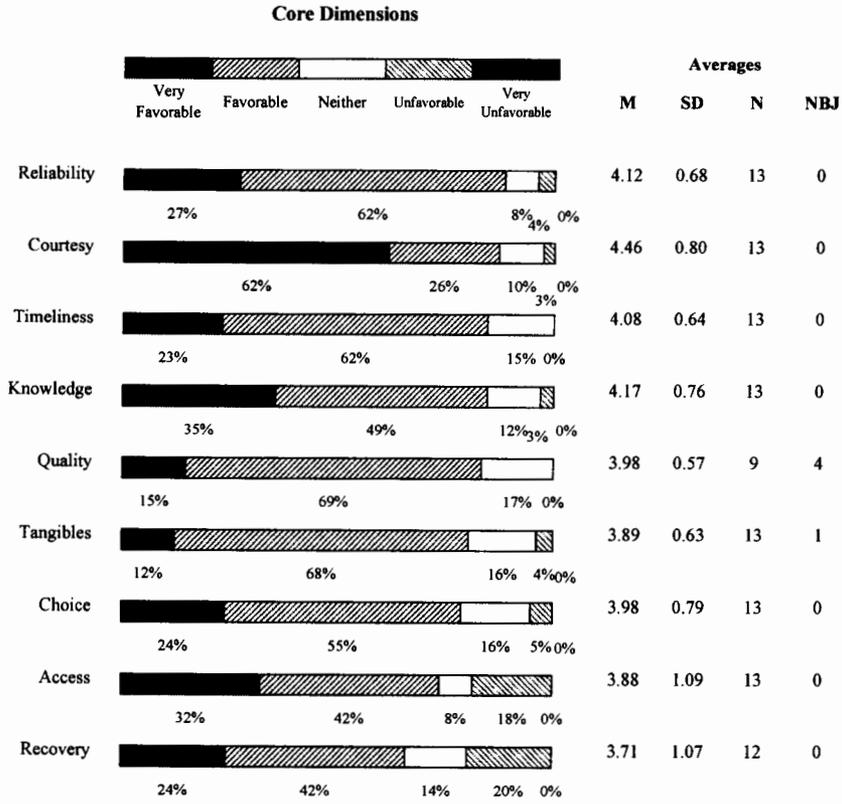
Item Results

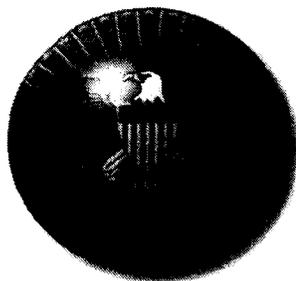
Overall Satisfaction

		M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?		4.38	0.77	13	0
		4.00	0.95	12	1
42. If you had a choice of service providers, would you use DFAS Accounting Services again?				13	
a. Yes	69%	--	--	9	--
b. No	8%	--	--	1	--
c. Do not know	23%	--	--	3	--
43. Would you recommend DFAS Accounting Services to others?				13	
a. Yes	69%	--	--	9	--
b. No	8%	--	--	1	--
c. Do not know	23%	--	--	3	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.		7.38	1.50	13	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?		6.92	2.27	12	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?		6.09	2.39	11	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Limestone
Total number of responses: 13





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Orlando

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando

Total number of responses: 34

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				34	
a. Army	47%	--	--	16	--
b. Navy	0%	--	--	0	--
c. Air Force	44%	--	--	15	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	9%	--	--	3	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando

Total number of responses: 34

		Item Results					M	SD	N	NBJ
		0%	25%	50%	75%	100%				
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?									34	
a.	DFAS Arlington	0%					--	--	0	--
b.	DFAS Cleveland	0%					--	--	0	--
c.	DFAS Columbus	0%					--	--	0	--
d.	DFAS Denver	0%					--	--	0	--
e.	DFAS Indianapolis	0%					--	--	0	--
g.	DFAS Kansas City	0%					--	--	0	--
h.	Charleston	0%					--	--	0	--
i.	Dayton	0%					--	--	0	--
j.	Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k.	Directorate of Network Operations (DNO)	0%					--	--	0	--
l.	Europe	0%					--	--	0	--
m.	Japan	0%					--	--	0	--
n.	Kansas City Field Accounting	0%					--	--	0	--
o.	Lawton	0%					--	--	0	--
p.	Lexington	0%					--	--	0	--
q.	Limestone	0%					--	--	0	--
r.	NAF Financial Services Texarkana	0%					--	--	0	--
s.	Norfolk	0%					--	--	0	--
t.	Oakland	0%					--	--	0	--
u.	Omaha	0%					--	--	0	--
v.	Orlando	100%					--	--	34	--
w.	Pacific (Hawaii)	0%					--	--	0	--
x.	Pensacola	0%					--	--	0	--
y.	Rock Island	0%					--	--	0	--
z.	Rome	0%					--	--	0	--
aa.	San Antonio	0%					--	--	0	--
ab.	San Bernadino	0%					--	--	0	--
ac.	San Diego	0%					--	--	0	--
ad.	Seaside	0%					--	--	0	--
ae.	St. Louis	0%					--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando
Total number of responses: 34

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								34	
a. Installation/Unit/Facility	68%					--	--	23	--
b. Major Command or Major Claimant	21%					--	--	7	--
c. Military Department Agency or Activity	12%					--	--	4	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								34	
a. Working Capital Fund	15%					--	--	5	--
b. General Fund	91%					--	--	31	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	9%					--	--	3	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								34	
a. Working Capital Fund	12%					--	--	4	--
b. General Fund	53%					--	--	18	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	3%					--	--	1	--
e. Not Applicable	35%					--	--	12	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando
 Total number of responses: 34

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	31%	44%	13%	13%	0%	3.94	0.98	32	2
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	26%	55%	13%	6%	0%	4.00	0.82	31	3
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	25%	38%	22%	16%	0%	3.72	1.02	32	2
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	48%	29%	10%	13%	0%	4.13	1.06	31	3
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	47%	38%	3%	13%	0%	4.19	1.00	32	2

10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)

		M	SD	N	NBJ
a. Telephone rang without answer or stayed busy	21%	--	--	7	--
b. Telephone/e-mail messages are not returned	29%	--	--	10	--
c. Difficulty with automated phone service	15%	--	--	5	--
d. E-mail forwarded multiple times	18%	--	--	6	--
e. Telephone call transferred multiple times	12%	--	--	4	--
f. Kept on hold	12%	--	--	4	--
g. Locating new contact due to DFAS turnover or reorganization	21%	--	--	7	--
h. Access to web-based accounting information/reports	3%	--	--	1	--
j. Not applicable	44%	--	--	15	--

11. During the last year, how often did you experience the difficulties you identified in the previous question?

		M	SD	N	NBJ
a. Regularly	22%	--	--	7	--
b. Occasionally	22%	--	--	7	--
c. Seldom	19%	--	--	6	--
d. Never	38%	--	--	12	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando
Total number of responses: 34

Item Results

						M	SD	N	NBJ
	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree				
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.09	0.89	32	2
13. The DFAS Accounting Services staff is courteous.						4.22	0.75	32	2
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.03	0.93	32	2
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						4.00	0.86	31	2
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.52	1.15	31	2
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.90	0.96	30	3
18. The DFAS Accounting Services staff is able to explain their products and/or services.						4.03	0.95	31	2
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						4.10	0.77	29	4
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.81	0.91	31	2
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						4.10	0.76	30	3
22. The DFAS Accounting Services staff provides services when promised.						3.84	0.82	31	2
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.77	0.97	30	3
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.68	0.98	28	5
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.94	0.85	31	2

Customer Satisfaction report prepared for: DFAS Accounting Services

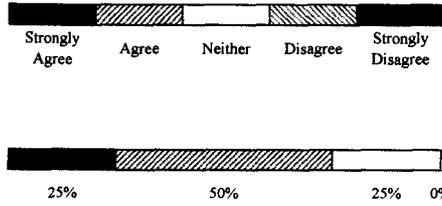
Results for: Orlando

Total number of responses: 34

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

4.00 0.72 28 3

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



4.00 0.74 30 2

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.87 0.81 31 2

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.74 1.09 31 2

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



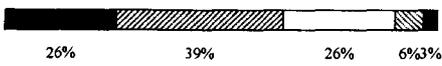
3.85 0.99 27 5

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

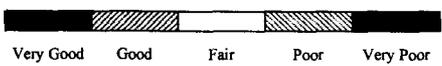


3.84 0.86 31 2

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.77 1.02 31 2



M SD N NBJ

Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.33 0.64 24 9

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



4.21 0.72 24 9

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



4.35 0.67 20 13

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



4.00 0.63 21 12

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



4.00 0.73 16 17

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.82 0.91 22 11

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.14 0.71 28 5

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando
Total number of responses: 34

Item Results

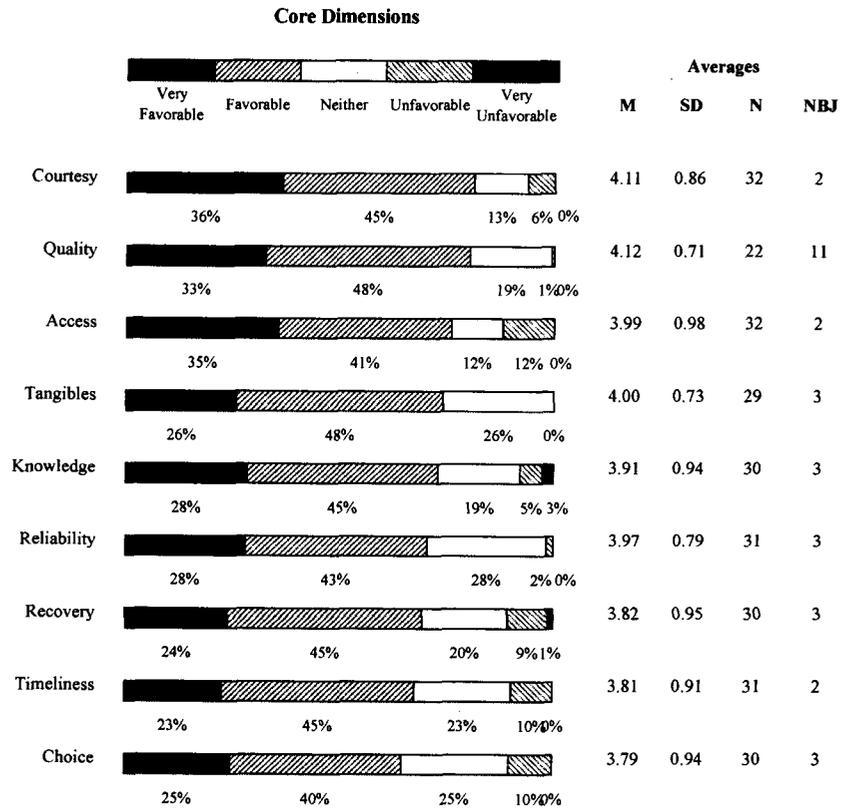
Overall Satisfaction

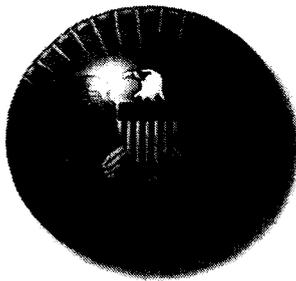
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	35%		45%		19% 0%	4.16	0.73	31	2
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	15%	50%		23%	12% 0%	3.69	0.88	26	7
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									33
a. Yes	52%					--	--	17	--
b. No	18%					--	--	6	--
c. Do not know	30%					--	--	10	--
43. Would you recommend DFAS Accounting Services to others?									33
a. Yes	42%					--	--	14	--
b. No	21%					--	--	7	--
c. Do not know	36%					--	--	12	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						7.38	1.90	32	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						6.48	2.39	31	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						6.22	2.43	32	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Orlando

Total number of responses: 34





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Rock Island

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
Total number of responses: 22

Item Results

0% 25% 50% 75% 100% M SD N NBJ

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				22	
a. Army	100%	--	--	22	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island

Total number of responses: 22

		Item Results				M	SD	N	NBJ	
		0%	25%	50%	75%	100%				
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								22		
a.	DFAS Arlington	0%					--	0	--	
b.	DFAS Cleveland	0%					--	0	--	
c.	DFAS Columbus	0%					--	0	--	
d.	DFAS Denver	0%					--	0	--	
e.	DFAS Indianapolis	0%					--	0	--	
g.	DFAS Kansas City	0%					--	0	--	
h.	Charleston	0%					--	0	--	
i.	Dayton	0%					--	0	--	
j.	Defense Agencies Financial Services (DAFS)	0%					--	0	--	
k.	Directorate of Network Operations (DNO)	0%					--	0	--	
l.	Europe	0%					--	0	--	
m.	Japan	0%					--	0	--	
n.	Kansas City Field Accounting	0%					--	0	--	
o.	Lawton	0%					--	0	--	
p.	Lexington	0%					--	0	--	
q.	Limestone	0%					--	0	--	
r.	NAF Financial Services Texarkana	0%					--	0	--	
s.	Norfolk	0%					--	0	--	
t.	Oakland	0%					--	0	--	
u.	Omaha	0%					--	0	--	
v.	Orlando	0%					--	0	--	
w.	Pacific (Hawaii)	0%					--	0	--	
x.	Pensacola	0%					--	0	--	
y.	Rock Island	100%					--	--	22	--
z.	Rome	0%					--	0	--	
aa.	San Antonio	0%					--	0	--	
ab.	San Bernadino	0%					--	0	--	
ac.	San Diego	0%					--	0	--	
ad.	Seaside	0%					--	0	--	
ae.	St. Louis	0%					--	0	--	

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
 Total number of responses: 22

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
a. Installation/Unit/Facility	86%					--	--	19	--
b. Major Command or Major Claimant	5%					--	--	1	--
c. Military Department Agency or Activity	5%					--	--	1	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	0%					--	--	0	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	5%					--	--	1	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
a. Working Capital Fund	27%					--	--	6	--
b. General Fund	77%					--	--	17	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	14%					--	--	3	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
a. Working Capital Fund	18%					--	--	4	--
b. General Fund	50%					--	--	11	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	5%					--	--	1	--
d. Nonappropriated Fund (NAF)	9%					--	--	2	--
e. Not Applicable	45%					--	--	10	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
 Total number of responses: 22

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	48%			38%	14%	4.33	0.73	21	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	48%			43%	5%	4.29	0.96	21	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	43%			33%	14%	4.05	1.12	21	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	32%			42%	21%	3.95	1.03	19	2
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	48%			38%	10%	4.29	0.85	21	0

10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)

		M	SD	N	NBJ
a. Telephone rang without answer or stayed busy	23%	--	--	5	--
b. Telephone/e-mail messages are not returned	14%	--	--	3	--
c. Difficulty with automated phone service	9%	--	--	2	--
d. E-mail forwarded multiple times	0%	--	--	0	--
e. Telephone call transferred multiple times	5%	--	--	1	--
f. Kept on hold	9%	--	--	2	--
g. Locating new contact due to DFAS turnover or reorganization	14%	--	--	3	--
h. Access to web-based accounting information/reports	9%	--	--	2	--
j. Not applicable	45%	--	--	10	--

11. During the last year, how often did you experience the difficulties you identified in the previous question?

		M	SD	N	NBJ
a. Regularly	15%	--	--	3	--
b. Occasionally	30%	--	--	6	--
c. Seldom	15%	--	--	3	--
d. Never	40%	--	--	8	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
 Total number of responses: 22

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.50	0.67	22	0
13. The DFAS Accounting Services staff is courteous.						4.64	0.58	22	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.50	0.74	22	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						4.23	0.87	22	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						4.09	0.81	22	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						4.18	0.59	22	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						4.23	0.61	22	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						4.24	0.77	21	1
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						4.09	1.02	22	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						4.36	0.58	22	0
22. The DFAS Accounting Services staff provides services when promised.						4.09	1.02	22	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.95	0.76	20	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						4.00	0.77	18	2
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						4.10	0.97	20	0

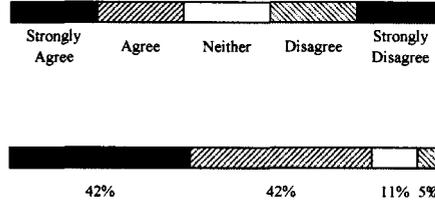
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
Total number of responses: 22

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

4.21 0.85 19 0

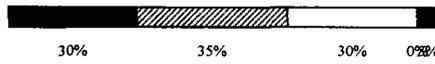
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



4.26 0.56 19 0

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.85 1.04 20 1

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



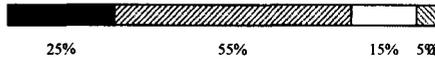
3.80 0.95 20 1

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.74 0.99 19 2

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



4.00 0.79 20 1

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



4.10 0.97 20 1

Very Good Good Fair Poor Very Poor

M SD N NBJ

Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.38 0.81 16 5

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



4.27 0.70 15 6

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



4.09 0.54 11 10

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



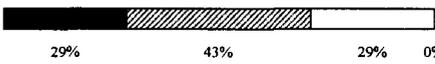
4.29 0.73 14 7

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



4.47 0.52 15 6

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



4.00 0.78 14 6

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



4.47 0.51 17 3

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island
Total number of responses: 22

Item Results

Overall Satisfaction

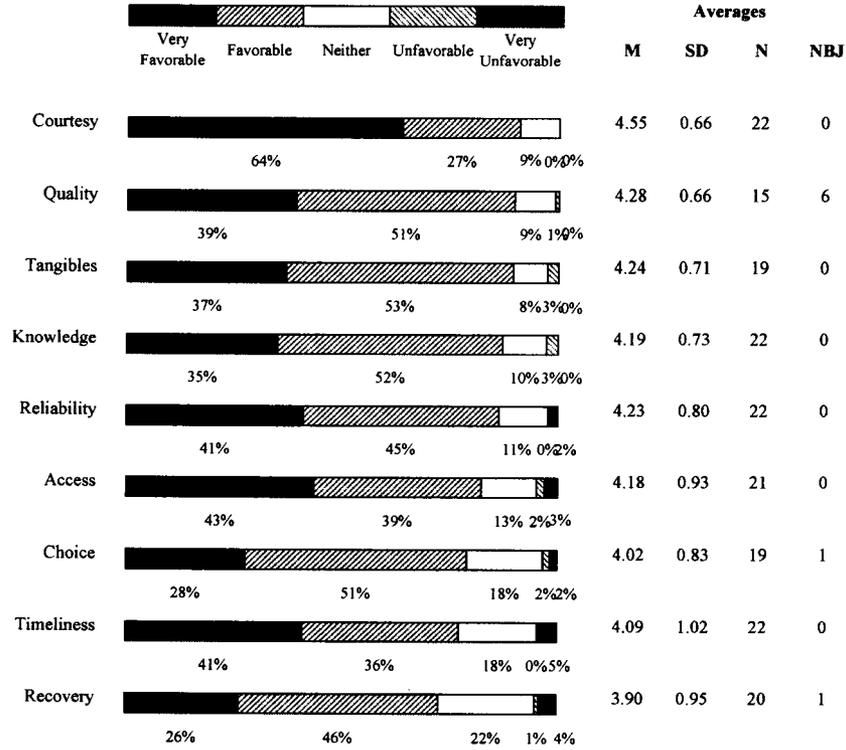
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	43%			48%	5%	4.29	0.78	21	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	22%		56%		22%	4.00	0.69	18	3
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									
a. Yes	90%					--	--	19	--
b. No	0%					--	--	0	--
c. Do not know	10%					--	--	2	--
43. Would you recommend DFAS Accounting Services to others?									
a. Yes	81%					--	--	17	--
b. No	0%					--	--	0	--
c. Do not know	19%					--	--	4	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						7.62	1.88	21	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						7.19	2.02	21	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						7.14	1.98	21	--

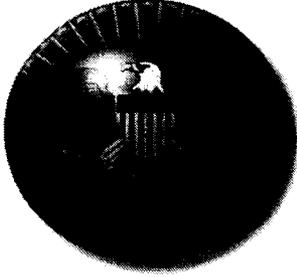
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Rock Island

Total number of responses: 22

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ St. Louis

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis

Total number of responses: 14

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
a. Army	100%	--	--	14	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis
Total number of responses: 14

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NB
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								14	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	0%					--	--	0	--
c. DFAS Columbus	0%					--	--	0	--
d. DFAS Denver	0%					--	--	0	--
e. DFAS Indianapolis	0%					--	--	0	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	0%					--	--	0	--
k. Directorate of Network Operations (DNO)	0%					--	--	0	--
l. Europe	0%					--	--	0	--
m. Japan	0%					--	--	0	--
n. Kansas City Field Accounting	0%					--	--	0	--
o. Lawton	0%					--	--	0	--
p. Lexington	0%					--	--	0	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	0%					--	--	0	--
s. Norfolk	0%					--	--	0	--
t. Oakland	0%					--	--	0	--
u. Omaha	0%					--	--	0	--
v. Orlando	0%					--	--	0	--
w. Pacific (Hawaii)	0%					--	--	0	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	0%					--	--	0	--
z. Rome	0%					--	--	0	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	0%					--	--	0	--
ae. St. Louis	100%					--	--	14	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis

Total number of responses: 14

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								13	
a. Installation/Unit/Facility	38%					--	--	5	--
b. Major Command or Major Claimant	31%					--	--	4	--
c. Military Department Agency or Activity	15%					--	--	2	--
d. Military Department HQ	8%					--	--	1	--
e. DoD Agency	8%					--	--	1	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	0%					--	--	0	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								14	
a. Working Capital Fund	36%					--	--	5	--
b. General Fund	86%					--	--	12	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								14	
a. Working Capital Fund	7%					--	--	1	--
b. General Fund	36%					--	--	5	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	0%					--	--	0	--
d. Nonappropriated Fund (NAF)	0%					--	--	0	--
e. Not Applicable	57%					--	--	8	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis
Total number of responses: 14

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.36	1.34	14	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.50	1.29	14	0
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.50	1.29	14	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.43	1.40	14	0
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						3.71	1.20	14	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ

10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)

Difficulty	Percentage	M	SD	N	NBJ
a. Telephone rang without answer or stayed busy	36%	--	--	5	--
b. Telephone/e-mail messages are not returned	43%	--	--	6	--
c. Difficulty with automated phone service	36%	--	--	5	--
d. E-mail forwarded multiple times	7%	--	--	1	--
e. Telephone call transferred multiple times	29%	--	--	4	--
f. Kept on hold	7%	--	--	1	--
g. Locating new contact due to DFAS turnover or reorganization	29%	--	--	4	--
h. Access to web-based accounting information/reports	14%	--	--	2	--
j. Not applicable	36%	--	--	5	--

11. During the last year, how often did you experience the difficulties you identified in the previous question?

Frequency	Percentage	M	SD	N	NBJ
a. Regularly	14%	--	--	2	--
b. Occasionally	29%	--	--	4	--
c. Seldom	21%	--	--	3	--
d. Never	36%	--	--	5	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis

Total number of responses: 14

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						3.71	1.07	14	0
13. The DFAS Accounting Services staff is courteous.						4.00	1.04	14	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						3.64	1.01	14	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.43	1.02	14	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.00	1.15	13	1
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.57	1.02	14	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.57	1.16	14	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.29	1.20	14	0
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.23	1.09	13	1
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.43	1.09	14	0
22. The DFAS Accounting Services staff provides services when promised.						3.15	1.14	13	1
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.21	1.05	14	0
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.08	1.12	13	1
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.21	1.12	14	0

Customer Satisfaction report prepared for: DFAS Accounting Services

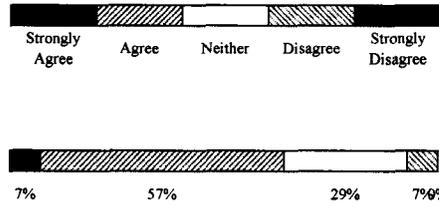
Results for: St. Louis

Total number of responses: 14

Item Results

Tangibles

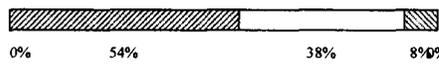
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.64 0.74 14 0

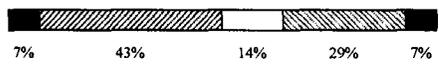
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.46 0.66 13 1

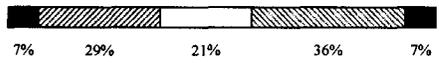
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



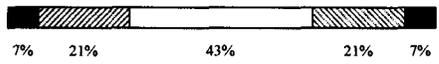
3.14 1.17 14 0

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



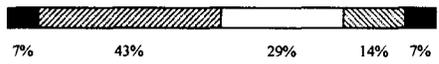
2.93 1.14 14 0

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



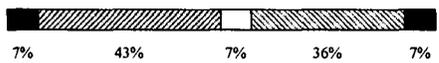
3.00 1.04 14 0

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

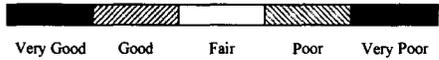


3.29 1.07 14 0

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.07 1.21 14 0



M SD N NBJ

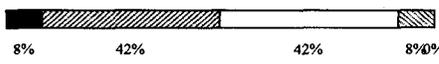
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



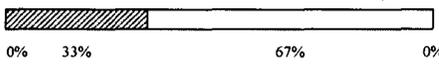
3.83 0.72 12 2

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.50 0.80 12 2

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



3.33 0.50 9 5

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



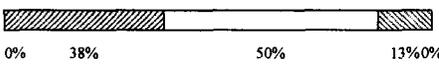
3.56 0.53 9 5

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



3.43 0.53 7 7

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.25 0.71 8 6

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.75 0.75 12 2

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis

Total number of responses: 14

Item Results

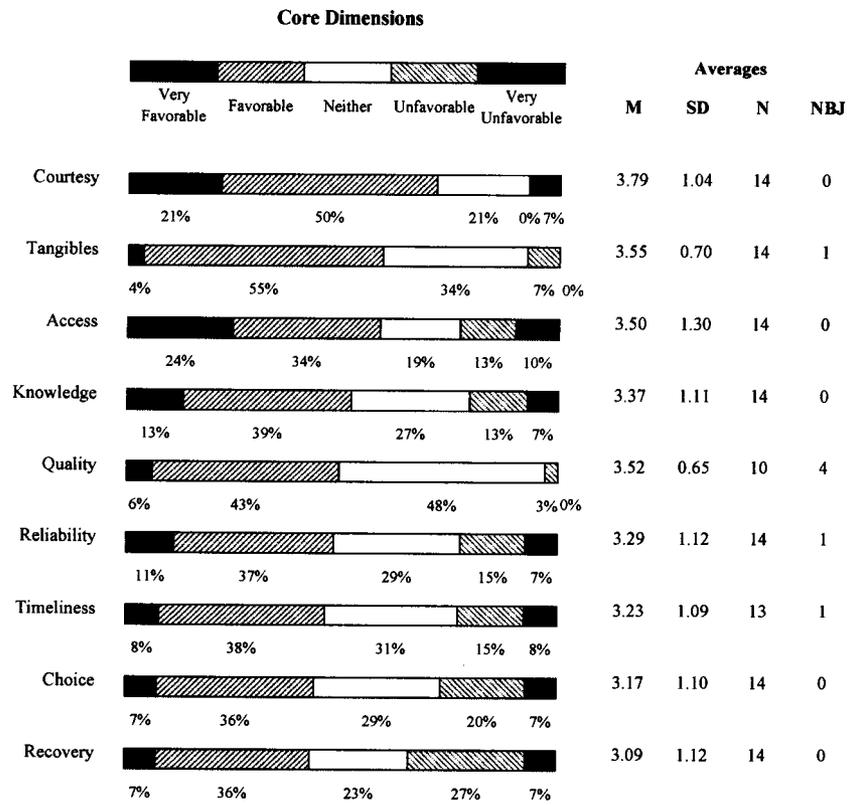
Overall Satisfaction

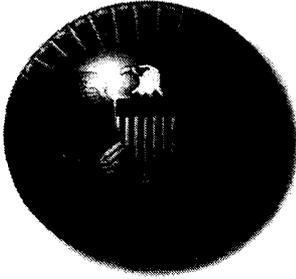
		M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?		3.43	1.16	14	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?		3.56	1.24	9	5
42. If you had a choice of service providers, would you use DFAS Accounting Services again?				14	
a. Yes	43%	--	--	6	--
b. No	14%	--	--	2	--
c. Do not know	43%	--	--	6	--
43. Would you recommend DFAS Accounting Services to others?				14	
a. Yes	43%	--	--	6	--
b. No	14%	--	--	2	--
c. Do not know	43%	--	--	6	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.		6.14	2.51	14	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?		6.38	2.63	13	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?		5.71	2.89	14	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: St. Louis

Total number of responses: 14





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Army

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army

Total number of responses: 293

Item Results

0% 25% 50% 75% 100% M SD N NBJ

Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				293	
a. Army	100%	--	--	293	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	0%	--	--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army

Total number of responses: 293

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
1. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?									
								290	
a. DFAS Arlington	0%					--	--	0	--
b. DFAS Cleveland	1%					--	--	2	--
c. DFAS Columbus	1%					--	--	3	--
d. DFAS Denver	1%					--	--	3	--
e. DFAS Indianapolis	17%	██████				--	--	48	--
g. DFAS Kansas City	0%					--	--	0	--
h. Charleston	0%					--	--	0	--
i. Dayton	0%					--	--	0	--
j. Defense Agencies Financial Services (DAFS)	1%					--	--	2	--
k. Directorate of Network Operations (DNO)	9%	████				--	--	26	--
l. Europe	2%					--	--	6	--
m. Japan	0%					--	--	1	--
n. Kansas City Field Accounting	1%					--	--	2	--
o. Lawton	12%	██████				--	--	36	--
p. Lexington	2%					--	--	5	--
q. Limestone	0%					--	--	0	--
r. NAF Financial Services Texarkana	4%	██				--	--	12	--
s. Norfolk	3%	██				--	--	9	--
t. Oakland	0%					--	--	1	--
u. Omaha	0%					--	--	0	--
v. Orlando	6%	██				--	--	16	--
w. Pacific (Hawaii)	1%					--	--	2	--
x. Pensacola	0%					--	--	0	--
y. Rock Island	8%	██				--	--	22	--
z. Rome	25%	██████				--	--	73	--
aa. San Antonio	0%					--	--	0	--
ab. San Bernadino	0%					--	--	0	--
ac. San Diego	0%					--	--	0	--
ad. Seaside	2%					--	--	7	--
ae. St. Louis	5%	██				--	--	14	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army

Total number of responses: 293

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								287	
a. Installation/Unit/Facility	57%					--	--	163	--
b. Major Command or Major Claimant	19%					--	--	55	--
c. Military Department Agency or Activity	9%					--	--	26	--
d. Military Department HQ	5%					--	--	13	--
e. DoD Agency	5%					--	--	14	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	6%					--	--	16	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								293	
a. Working Capital Fund	18%					--	--	52	--
b. General Fund	81%					--	--	236	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	1%					--	--	2	--
d. Nonappropriated Fund (NAF)	11%					--	--	31	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								293	
a. Working Capital Fund	11%					--	--	32	--
b. General Fund	50%					--	--	146	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	1%					--	--	3	--
d. Nonappropriated Fund (NAF)	9%					--	--	27	--
e. Not Applicable	34%					--	--	99	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army

Total number of responses: 293

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.	33%	46%	12%	7%	2%	4.00	0.96	288	2
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.	32%	49%	10%	6%	3%	4.00	0.96	286	3
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.	25%	46%	15%	10%	4%	3.79	1.04	284	4
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.	31%	43%	14%	8%	4%	3.89	1.07	262	26
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.	37%	45%	8%	7%	2%	4.08	0.97	284	4

		M	SD	N	NBJ
10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)				293	
a. Telephone rang without answer or stayed busy	23%	--	--	67	--
b. Telephone/e-mail messages are not returned	18%	--	--	53	--
c. Difficulty with automated phone service	10%	--	--	28	--
d. E-mail forwarded multiple times	7%	--	--	20	--
e. Telephone call transferred multiple times	9%	--	--	25	--
f. Kept on hold	5%	--	--	15	--
g. Locating new contact due to DFAS turnover or reorganization	25%	--	--	74	--
h. Access to web-based accounting information/reports	10%	--	--	30	--
j. Not applicable	43%	--	--	125	--
11. During the last year, how often did you experience the difficulties you identified in the previous question?				274	
a. Regularly	12%	--	--	34	--
b. Occasionally	34%	--	--	94	--
c. Seldom	18%	--	--	49	--
d. Never	35%	--	--	97	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army
Total number of responses: 293

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.19	0.87	286	4
13. The DFAS Accounting Services staff is courteous.						4.35	0.72	285	4
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.12	0.94	284	5
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.97	0.88	286	3
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.69	1.04	278	9
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.86	0.92	285	3
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.93	0.87	283	5
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.88	0.99	278	10
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.89	0.96	283	4
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.97	0.87	282	6
22. The DFAS Accounting Services staff provides services when promised.						3.88	0.94	284	4
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.63	0.99	271	14
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.67	0.96	247	38
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.76	0.98	281	5

Customer Satisfaction report prepared for: DFAS Accounting Services

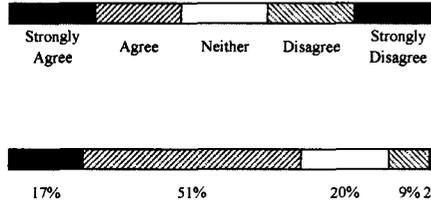
Results for: Army

Total number of responses: 293

Item Results

Tangibles

26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.72 0.92 265 16

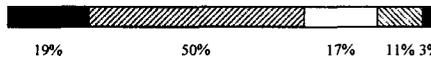
27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.74 0.83 260 21

Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.71 1.00 276 12

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.55 1.07 270 18

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this information.



3.49 1.04 242 43

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.



3.72 0.96 278 9

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.69 1.06 281 5

Very Good Good Fair Poor Very Poor

M SD N NBJ

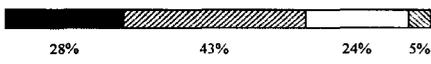
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



4.05 0.83 240 47

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



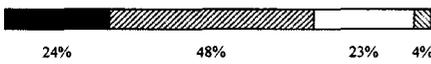
3.91 0.89 214 71

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



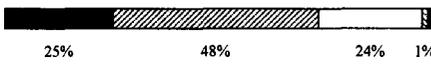
3.92 0.89 165 121

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.91 0.83 176 111

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



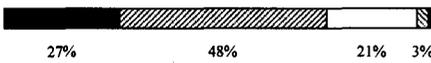
3.95 0.82 146 140

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.71 0.92 228 59

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.97 0.83 263 24

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army
Total number of responses: 293

Item Results

Overall Satisfaction

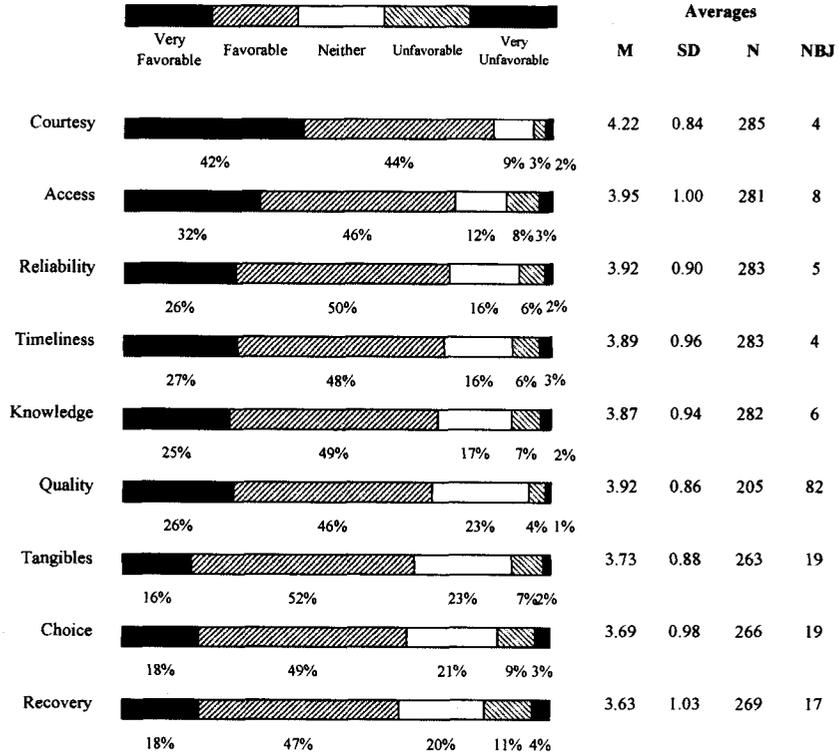
Item	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	27%		48%		13% 7% 5%	3.87	1.04	283	4
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	20%	46%		23%	9% 3%	3.71	0.98	235	52
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									
a. Yes	64%					--	--	183	--
b. No	13%					--	--	37	--
c. Do not know	23%					--	--	67	--
43. Would you recommend DFAS Accounting Services to others?									
a. Yes	58%					--	--	165	--
b. No	16%					--	--	45	--
c. Do not know	27%					--	--	76	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.86	2.18	285	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						6.57	2.22	283	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						6.31	2.37	283	--

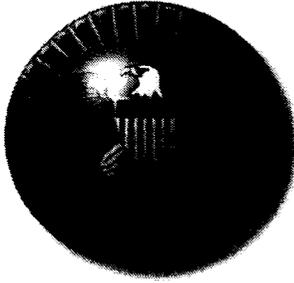
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Army

Total number of responses: 293

Core Dimensions





DFAS Customer Satisfaction Survey

Report presented to
DFAS Accounting Services
September 2004

Results for:

- ▶ Other DoD Agency

Contents:

- ▶ How to Use this Report
- ▶ Item Results
- ▶ Comparison of Core Dimensions



How to Use this Report

Item Results

- ▶ This section shows detailed results for each item on the survey. The report shows the percentage and number (N) of respondents who chose each response option. For items scored on a scale, the report also shows the average, or mean, of the ratings (M), the standard deviation of the ratings (SD), and, when applicable, the number of respondents who indicated they had no basis to judge (NBJ).
- ▶ The information in this section is useful for identifying specific strengths and targeting specific areas for improvement. For items scored on a scale, the percentages show the distribution of responses, the mean provides a single summary score, and the standard deviation indicates the degree to which your customers agreed in the ratings (a low standard deviation means that your customers all responded similarly).

Core Dimensions

- ▶ This section summarizes your organization's scores on OPM's core customer service dimensions. The statistics are the same as those in the Item Results section, and are calculated as the average of item scores.
- ▶ The information in this section is useful for benchmarking and for identifying broad areas of strength and opportunity.

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Item Results



Background

1. For which organization do you work as a customer of DFAS Accounting Services? (NOTE: response was system generated based on password)

		M	SD	N	NBJ
				36	
a. Army	0%	--	--	0	--
b. Navy	0%	--	--	0	--
c. Air Force	0%	--	--	0	--
d. Marine Corps	0%	--	--	0	--
e. Other DoD Agency	100%	--	--	36	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

		Item Results				M	SD	N	NBJ
		0%	25%	50%	75%	100%			
I. Which DFAS Central Site (Service Center) or Field Site (OPLOC) is the primary site that provides accounting reports, data, or related services to you as a customer?								35	
a.	DFAS Arlington	0%					--	0	--
b.	DFAS Cleveland	0%					--	0	--
c.	DFAS Columbus	34%	██████████				--	12	--
d.	DFAS Denver	0%					--	0	--
e.	DFAS Indianapolis	17%	██████				--	6	--
g.	DFAS Kansas City	0%					--	0	--
h.	Charleston	6%	██				--	2	--
i.	Dayton	0%					--	0	--
j.	Defense Agencies Financial Services (DAFS)	3%	█				--	1	--
k.	Directorate of Network Operations (DNO)	0%					--	0	--
l.	Europe	11%	████				--	4	--
m.	Japan	0%					--	0	--
n.	Kansas City Field Accounting	0%					--	0	--
o.	Lawton	0%					--	0	--
p.	Lexington	0%					--	0	--
q.	Limestone	0%					--	0	--
r.	NAF Financial Services Texarkana	3%	█				--	1	--
s.	Norfolk	0%					--	0	--
t.	Oakland	0%					--	0	--
u.	Omaha	3%	█				--	1	--
v.	Orlando	9%	████				--	3	--
w.	Pacific (Hawaii)	0%					--	0	--
x.	Pensacola	11%	████				--	4	--
y.	Rock Island	0%					--	0	--
z.	Rome	3%	█				--	1	--
aa.	San Antonio	0%					--	0	--
ab.	San Bernadino	0%					--	0	--
ac.	San Diego	0%					--	0	--
ad.	Seaside	0%					--	0	--
ae.	St. Louis	0%					--	0	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency

Total number of responses: 36

Item Results

	0%	25%	50%	75%	100%	M	SD	N	NBJ
2. Which best describes your level of responsibility for Accounting Reports generated or other services provided by DFAS?									
								35	
a. Installation/Unit/Facility	17%					--	--	6	--
b. Major Command or Major Claimant	14%					--	--	5	--
c. Military Department Agency or Activity	3%					--	--	1	--
d. Military Department HQ	0%					--	--	0	--
e. DoD Agency	63%					--	--	22	--
f. OSD Staff	0%					--	--	0	--
g. Not Applicable	3%					--	--	1	--
3. Which best describes the type of fund for which you receive Accounting Reports generated by DFAS? (Mark all that apply)									
								36	
a. Working Capital Fund	28%					--	--	10	--
b. General Fund	75%					--	--	27	--
c. Trust Fund (e.g., Medicare Eligible Retiree health Fund, Military Retirement Trust Fund)	6%					--	--	2	--
d. Nonappropriated Fund (NAF)	11%					--	--	4	--
4. For which of the following, if any, are you receiving departmental level reports? (Mark all that apply)									
								36	
a. Working Capital Fund	11%					--	--	4	--
b. General Fund	50%					--	--	18	--
c. Trust Fund (e.g., Medicare Eligible Retiree Health Fund, Military Retirement Trust Fund)	6%					--	--	2	--
d. Nonappropriated Fund (NAF)	11%					--	--	4	--
e. Not Applicable	33%					--	--	12	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Item Results

Access

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
5. It is easy to do business with DFAS Accounting Services.						3.80	1.02	35	0
6. Assistance from the DFAS Accounting Services staff is provided at a time that is convenient to me.						3.82	1.22	34	1
7. It is easy to find someone at DFAS Accounting Services who can answer my questions.						3.74	0.98	35	0
8. I do not have to cut through a lot of red tape to reach higher level DFAS Accounting Services staff.						3.91	1.13	33	2
9. I have adequate access to my DFAS Accounting Services point of contact for advice and assistance.						4.06	1.16	35	0
	0%	25%	50%	75%	100%	M	SD	N	NBJ

10. What difficulties, if any, have you experienced in trying to find someone from DFAS Accounting Services to assist you? (Mark all that apply.)

Difficulty	Percentage	M	SD	N	NBJ
a. Telephone rang without answer or stayed busy	11%	--	--	4	--
b. Telephone/e-mail messages are not returned	22%	--	--	8	--
c. Difficulty with automated phone service	3%	--	--	1	--
d. E-mail forwarded multiple times	17%	--	--	6	--
e. Telephone call transferred multiple times	3%	--	--	1	--
f. Kept on hold	0%	--	--	0	--
g. Locating new contact due to DFAS turnover or reorganization	17%	--	--	6	--
h. Access to web-based accounting information/reports	14%	--	--	5	--
j. Not applicable	50%	--	--	18	--

11. During the last year, how often did you experience the difficulties you identified in the previous question?

Frequency	Percentage	M	SD	N	NBJ
a. Regularly	16%	--	--	5	--
b. Occasionally	25%	--	--	8	--
c. Seldom	28%	--	--	9	--
d. Never	31%	--	--	10	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Item Results

	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree	M	SD	N	NBJ
Courtesy									
12. The DFAS Accounting Services staff is always willing to help me.						4.20	0.80	35	0
13. The DFAS Accounting Services staff is courteous.						4.37	0.65	35	0
14. The DFAS Accounting Services staff gives individual attention to my requests for information or services.						4.14	1.03	35	0
Knowledge									
15. The DFAS Accounting Services staff is knowledgeable.						3.86	0.97	35	0
16. The DFAS Accounting Services staff has a good understanding of my organization's operation and mission as it applies to accounting reports and services.						3.49	1.25	35	0
17. Explanations of technical issues by the DFAS Accounting Services staff are understandable.						3.71	1.25	35	0
18. The DFAS Accounting Services staff is able to explain their products and/or services.						3.77	1.19	35	0
19. When someone at DFAS Accounting Services does not know the answer, they refer me to an expert who does.						3.82	1.21	33	2
Timeliness									
20. The DFAS Accounting Services staff provides timely service.						3.43	1.22	35	0
Reliability									
21. Overall, DFAS Accounting Services provides accurate reports and services.						3.74	1.08	34	1
22. The DFAS Accounting Services staff provides services when promised.						3.69	0.96	35	0
Choice									
23. DFAS Accounting Services accounting and financial reports are designed to meet customer needs.						3.32	1.25	31	3
24. DFAS Accounting Services staff uses suggestions from their customers to improve the quality of products and services.						3.47	0.97	30	5
25. I am satisfied with the range of services provided by the DFAS Accounting Services staff.						3.50	1.08	34	1

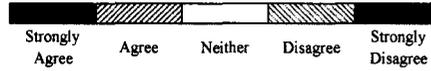
Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Item Results

Tangibles

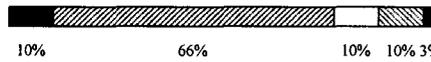
26. I am satisfied with the appearance of financial and accounting reports prepared by DFAS Accounting Services.



M SD N NBJ

3.32 1.16 28 5

27. I am satisfied with the appearance of the paper manuals, brochures, reports, and other communication materials provided by DFAS Accounting Services.



3.69 0.93 29 4

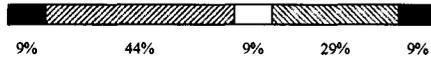
Recovery

28. Problems and complaints are resolved quickly by the DFAS Accounting Services staff.



3.46 1.04 35 0

29. Problems and complaints concerning accounting services provided by DFAS are resolved with minimal effort on the customer's part.



3.15 1.21 34 1

30. There are well defined processes for linking customer feedback and complaints to DFAS Accounting Services staff members who can act on this informatin.



3.40 1.13 30 5

31. The DFAS Accounting Services staff is flexible in finding solutions to problems.

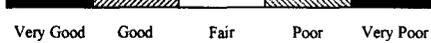


3.46 1.12 35 0

32. I am satisfied with the way the DFAS Accounting Services staff handles problems or errors.



3.34 1.24 35 0



M SD N NBJ

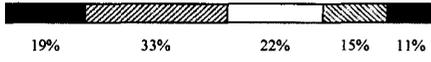
Quality

33. How would you rate the quality of recurring reports (e.g., trial balances, status of fund reports) that you receive from DFAS Accounting Services?



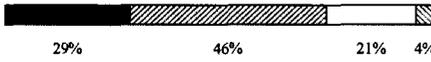
3.62 1.05 29 5

34. How would you rate the quality of the analysis of financial reports that you receive from DFAS Accounting Services?



3.33 1.27 27 8

35. How would you rate the quality of ad hoc/special reports that you receive from DFAS Accounting Services?



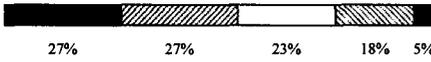
4.00 0.83 24 10

36. How would you rate the quality of data extraction from DFAS systems for MIS applications in your organization?



3.56 1.01 27 8

37. How would you rate the quality of Audited Financial Statements that you receive from DFAS Accounting Services?



3.55 1.22 22 12

38. How would you rate the quality of the systems (e.g., DDRS, DCAS) DFAS Accounting Services develops?



3.55 0.96 22 12

39. Overall, how would you rate the quality of reports and services provided by DFAS Accounting Services?



3.65 0.98 31 4

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Item Results

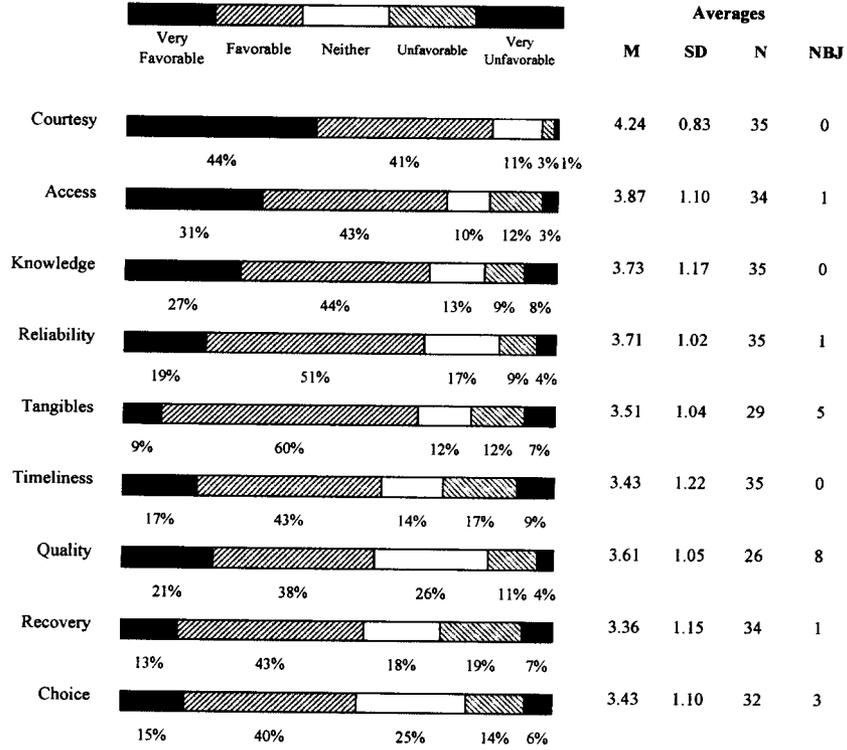
Overall Satisfaction

	Very Satisfied	Satisfied	Neither	Dissatisfied	Very Dissatisfied	M	SD	N	NBJ
40. Overall, how satisfied or dissatisfied are you with the services you are receiving from DFAS Accounting Services?	26%		43%	20%	9% 3%	3.80	1.02	35	0
41. Overall, how would you rate the value of the products and services (i.e., reports, data, and supporting service) provided by DFAS Accounting Services?	16%	34%	25%	19%	6%	3.34	1.15	32	3
42. If you had a choice of service providers, would you use DFAS Accounting Services again?									
a. Yes	50%					--	--	17	--
b. No	21%					--	--	7	--
c. Do not know	29%					--	--	10	--
43. Would you recommend DFAS Accounting Services to others?									
a. Yes	44%					--	--	15	--
b. No	21%					--	--	7	--
c. Do not know	35%					--	--	12	--
44. Please consider all your experience to date with DFAS Accounting Services. Using the 10-point scale, indicate how satisfied you are with DFAS Accounting Services.						6.50	2.39	34	--
45. Considering all your expectations, does DFAS Accounting Services fall short or exceed your expectations?						5.88	2.60	32	--
46. Imagine an ideal organization providing accounting services. How well would DFAS Accounting Services compare with that ideal organization?						5.58	2.57	33	--

Customer Satisfaction report prepared for: DFAS Accounting Services

Results for: Other DoD Agency
Total number of responses: 36

Core Dimensions





Your Financial
Partner @Work

Accounting Services – Air Force Problem Disbursements Comparison

DFAS-DENVER
As of June 2005

Intransits (Net Aged > 30) - Denver



		JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Denver Network	Plan (less than or equal to)	\$152.9M	\$32.9M	\$32.5M	\$32.1M	\$31.7M	\$30.0M
	Actual	\$152.9M	\$150.7M	\$288.6M	\$143.9M	\$43.0M	\$77.9M

Individual Field Sites

		JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Dayton	Plan (less than or equal to)	\$60.3M	\$13.0M	\$12.8M	\$12.6M	\$14.3M	\$13.6M
	Actual	\$96.1M	\$53.4M	\$240.1M	\$94.5M	\$(7.5)M	\$75.2M
Limestone	Plan (less than or equal to)	\$8.6M	\$1.8M	\$1.8M	\$1.8M	\$1.8M	\$1.7M
	Actual	\$8.8M	\$7.4M	\$7.9M	\$(0.2)M	\$2.5M	\$1.2M
Omaha	Plan (less than or equal to)	\$8.9M	\$1.9M	\$1.9M	\$1.9M	*	*
	Actual	\$4.0M	\$4.2M	\$2.3M	\$1.9M	*	*
Pacific	Plan (less than or equal to)	\$0.7M	\$0.1M	\$0.1M	\$0.1M	\$0.1M	\$0.1M
	Actual	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.1M	\$0.0M
Japan	Plan (less than or equal to)	\$1.6M	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M
	Actual	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$5.0M	\$1.5M
Non Field Sites**	Plan (less than or equal to)	\$72.8M	\$15.5M	\$15.4M	\$15.2M	\$15.0M	\$14.3M
	Actual	\$43.8M	\$85.6M	\$38.2M	\$47.6M	\$42.8M	\$0.0M

*Omaha was merged to Dayton Effective May 05

**Non Field Sites consist of Information Security Activity Group (ISAG), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (MSDDC), National Geospatial Intelligence Agency (NGA), Uniformed Services University Health Sciences (USUHS), Secretary of the Air Force (SAF), Departmental Accounting, and Security Assistance

In-transits are reported in Net Value and can report a negative balance when credits exceed debits

UMD (Absolute Total) - Denver



	JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Denver Network	Plan (less than or equal to)	\$1,500.0M	\$400.0M	\$350.0M	\$300.0M	\$250.0M
	Actual	\$1,640.0M	\$1,701.5M	\$1,018.6M	\$1,140.2M	\$503.4M
						\$822.4M

Individual Field Sites

	JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Dayton	Plan (less than or equal to)	\$502.0M	\$133.9M	\$117.1M	\$100.4M	\$133.1M
	Actual	\$1,444.1M	\$1,544.6M	\$848.0M	\$905.0M	\$451.4M
						\$690.0M
Limestone	Plan (less than or equal to)	\$326.5M	\$87.1M	\$76.2M	\$65.3M	\$54.4M
	Actual	\$85.2M	\$64.7M	\$90.5M	\$114.2M	\$28.6M
						\$56.7M
Omaha	Plan (less than or equal to)	\$296.5M	\$79.1M	\$69.2M	\$59.3M	*
	Actual	\$75.5M	\$64.4M	\$48.4M	\$81.7M	*
Pacific	Plan (less than or equal to)	\$53.8M	\$14.4M	\$12.6M	\$10.8M	\$9.0M
	Actual	\$8.7M	\$8.7M	\$16.4M	\$12.2M	\$4.5M
						\$7.7M
Japan	Plan (less than or equal to)	\$11.2M	\$3.0M	\$2.6M	\$2.2M	\$1.9M
	Actual	\$3.3M	\$3.7M	\$1.6M	\$3.5M	\$0.7M
						\$1.1M
Non Field Sites**	Plan (less than or equal to)	\$309.7M	\$82.6M	\$72.3M	\$61.9M	\$51.6M
	Actual	\$22.9M	\$15.3M	\$13.9M	\$23.7M	\$18.2M
						\$67.0M

*Omaha was merged to Dayton Effective May 05

**Non Field Sites consist of Information Security Activity Group (ISAG), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (MSDCC), National Geospatial Intelligence Agency (NGA), Secretary of the Air Force (SAF), Departmental Accounting, and Security Assistance

UMD (Absolute Aged > 120) - Denver



	JAN 05	FEB 05	MAR 05	APR 05	MAY 05	MAY 05
Denver Network	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$8.2M	\$10.3M	\$6.0M	\$6.7M	\$9.7M

Individual Field Sites

	JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Dayton	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$3.5M	\$5.3M	\$3.1M	\$5.2M	\$6.1M
Limestone	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$0.6M	\$0.9M	\$0.5M	\$0.4M	\$1.1M
Omaha	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	*	*
	Actual	\$1.1M	\$1.2M	\$1.1M	*	*
Pacific	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
Japan	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
Non Field Sites**	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$3.0M	\$2.9M	\$1.3M	\$1.1M	\$2.3M

*Omaha was merged to Dayton Effective May 05

**Non Field Sites consist of Information Security Activity Group (ISAG), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (MSDDC), National Geospatial Intelligence Agency (NGA), Secretary of the Air Force (SAF), Departmental Accounting, and Security Assistance

NULO (Absolute Total) - Denver



Denver Network	Plan (less than or equal to)	\$16.8M	\$16.8M	\$16.8M	\$37.1M	\$38.8M
	Actual	\$27.5M	\$37.1M	\$38.8M	\$30.5M	\$30.1M
						\$54.9M

Individual Field Sites

		JAN 05	FEB 05	MAR 05	APR 05	MAY 05	JUN 05
Dayton	Plan (less than or equal to)	\$12.7M	\$12.7M	\$12.7M	\$12.7M	\$12.9M	\$12.9M
	Actual	\$20.9M	\$33.0M	\$35.7M	\$27.3M	\$26.3M	\$27.9M
Limestone	Plan (less than or equal to)	\$1.3M	\$1.3M	\$1.3M	\$1.3M	\$1.3M	\$1.3M
	Actual	\$1.6M	\$1.9M	\$1.0M	\$1.3M	\$0.8M	\$3.8M
Omaha*	Plan (less than or equal to)	\$0.2M	\$0.2M	\$0.2M	\$0.2M	*	*
	Actual	\$0.1M	\$0.1M	\$0.1M	\$0.0M	*	*
Pacific	Plan (less than or equal to)	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M	\$0.3M
	Actual	\$0.3M	\$0.8M	\$0.8M	\$0.4M	\$0.8M	\$0.2M
Japan	Plan (less than or equal to)	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
	Actual	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M	\$0.0M
Non Field Sites**	Plan (less than or equal to)	\$2.3M	\$2.3M	\$2.3M	\$2.3M	\$2.3M	\$2.3M
	Actual	\$3.0M	\$1.3M	\$1.2M	\$1.5M	\$2.2M	\$23.0M

*Omaha was merged to Dayton Effective May 05

**Non Field Sites consist of Information Security Activity Group (ISAG), Military Sealift Command (MSC), Military Surface Deployment and Distribution Command (MSDCC), National Geospatial Intelligence Agency (NGA), Secretary of the Air Force (SAF), Departmental Accounting, and Security Assistance



Balanced Scorecard Update for June 2005

Lee Krushinski

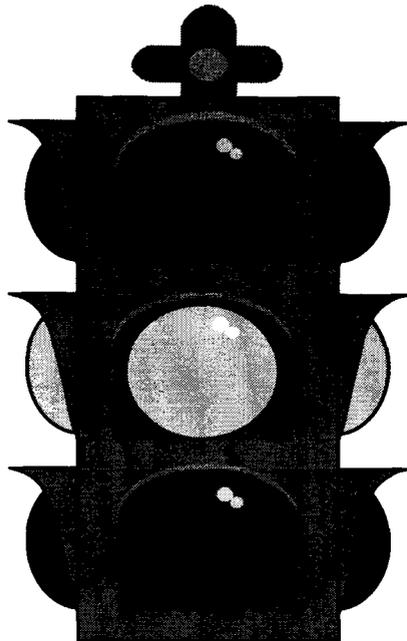
Director, Accounting Service Business Line
Defense Finance and Accounting Service

ACCOUNTING SERVICES BUSINESS LINE



BSC FY05

3d Quarter 2005 SUMMARY OF MEASURES:



	<i>April</i>	<i>May</i>	<i>June</i>
• <i>RED -</i>	<i>4</i>	<i>4</i>	<i>3</i>
• <i>YELLOW -</i>	<i>2</i>	<i>2</i>	<i>3</i>
• <i>GREEN -</i>	<i>5</i>	<i>5</i>	<i>5</i>
• <i>No Rating -</i>	<i>0</i>	<i>0</i>	<i>0</i>
• <i>Not Applicable -</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>11</i>	<i>11</i>	<i>11</i>

ACCOUNTING SERVICES BUSINESS LINE



Customer Perspective

ABL #	CUSTOMER PERSPECTIVE	FY05 GOAL	May-05	Jun-05
1	Operational Performance Index (OPI) (Quad) (See next page for details) (Suspense Account (3000 Non-Exempt over 60 Days old), Overaged Intransits, Total UMDs and Timeliness of Accounting Reports)	Goal: Execute to planned goal each month GREEN = 4 Green YELLOW = No Red or Any Yellow RED = 1 or more Red		
2	Close Benchmark and Service Gaps - Average Salary	Target = \$52,712 GREEN = ≤ \$8 YELLOW = > \$8 and ≤ \$12 RED = > \$12		
3	Close Benchmark and Service Gaps - Employee Certifications	Target = 408 GREEN = ≤ 5 YELLOW = > 5 and ≤ 8 RED = > 8		
4	Customer Satisfaction with DFAS Experience	GREEN = ≥ 75% YELLOW = ≥ 65% and < 75% RED = < 65%		

Operational Performance Index - OPI

Perspective: Customer



SCORECARD

Rating: RED
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:
 Executed to planned goal each month.
 Measure consists of: Suspense Account (3000 series non-exempt over 60 days old), Overaged Intransits, Total UMDs, and Timeliness of Accounting reports.

RATING SCALE:
GREEN = < 10%
YELLOW = ≥ 10% and ≤ 15%
RED = > 15%

FY2005	May Trend			YELLOW	June Trend		
	Goal	Planned	Actual		Rating	Planned	Actual
Suspense Account (3000 Non-Exempt Over 60 Days Old)	10%	10%	9%		10%	21%	
Overaged Intransits	\$125M	\$706M	\$609M		\$623M	\$691M	
Total UMDs	\$712M	\$4568M	\$4520M		\$3,308M	\$4098M	
Timeliness of Accounting Rep.	95%	95%	87%		95%	100%	

Analysis:

Overall Operational Performance Index is red.

Actions:

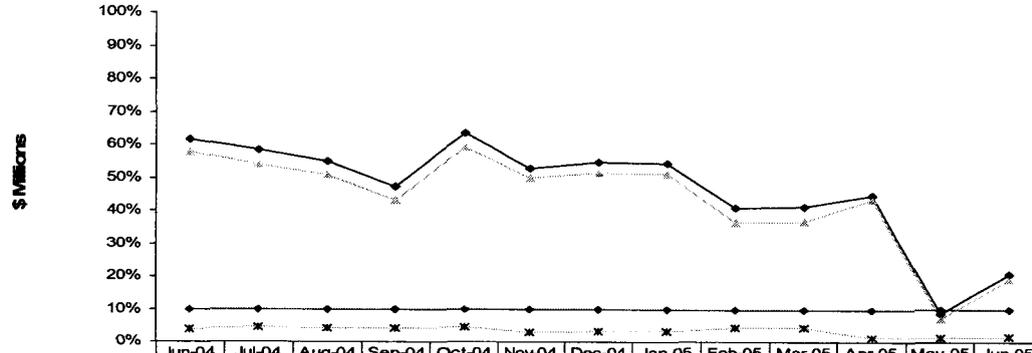
See attached subsequent charts for detailed analysis of each measure.

Suspense Accounts (3000 Series Non-exempt Over 60 Days)

Perspective: Customer



Suspense Account- Overaged (3000 Non-Exempt Series Over 60 Days Old)



	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Actual	2,033	1,651	1,636	1,688	1,465	1,329	1,311	1,319	743	671	598	123	310
Goal	331	282	298	356	230	253	240	244	182	163	134	145	150
DFAS Center	1,907	1,526	1,511	1,539	1,362	1,256	1,237	1,245	663	599	580	103	288
Military Service/DoD Agency	126	125	125	149	103	73	74	74	80	72	18	20	22
Actual %	61%	59%	55%	47%	64%	53%	55%	54%	41%	41%	45%	9%	21%
Goal %	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
DFAS Center %	58%	54%	51%	43%	59%	50%	51%	51%	37%	37%	43%	7%	19%
Military Service/DoD Agency %	4%	4%	4%	4%	4%	3%	3%	3%	4%	4%	1%	1%	1%

SCORECARD

Rating: RED
Data Reporting: June

OSD Measure#

FREQUENCY: Monthly

MEASURE: Reduce balance by 10% per year from FY 2004 balance of \$1,189M.

RATING SCALE:
GREEN = < 10%
YELLOW = > 10% and < 20%
RED = >= 20%

Analysis:

- The Overaged Suspense amount for June was 21% of the Total Suspense. There was an increase of \$185 million in Overaged Suspense from May to June. However, in May \$177.2M of Suspense transactions were submitted to OSD for discontinued research consideration, and not included in the overaged Suspense balance. After clarification of OSD guidance on reporting Suspense, the discontinued research transactions will continued to be reported in this measure until reclassified by OSD. If our discontinued research transactions were approved, we would have made our June goal of 10%.

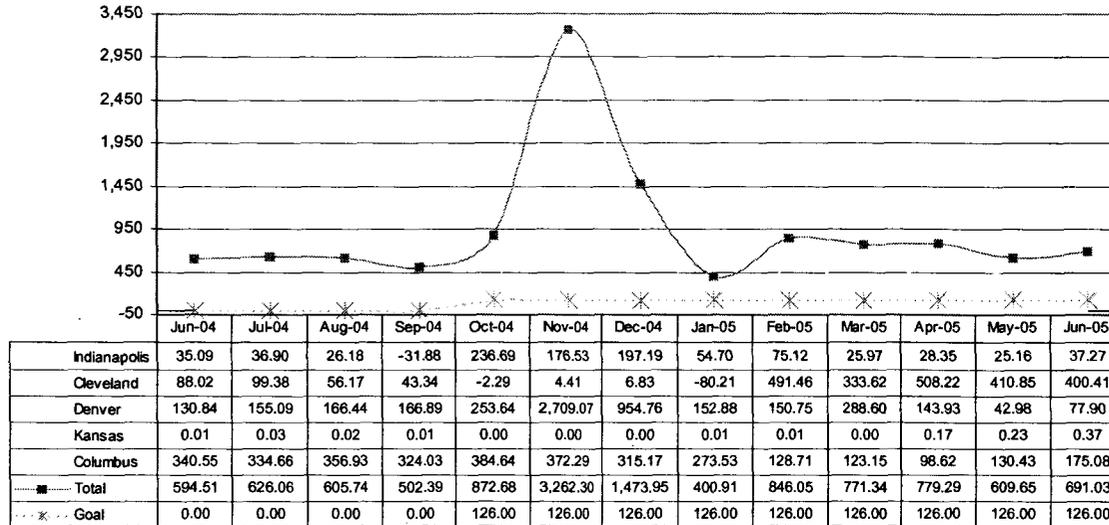
Actions:

- Indianapolis-21.** Decrease due to clearance of Interfund and IPAC transactions. Discontinued research: \$9.3M
- Cleveland.** Increase due primarily to the reporting of unreconciled differences in the Suspense Aging Report (SAR) of \$167.9 for which discontinued research has been requested.
- Denver.** Increase due to a backlog caused by co-locating all IPAC workload to DFAS Omaha.
- Columbus.** Decrease due to 3885 Interfund Aged Reduction transactions.

Overaged In-Transits Perspective: Customer



**Overaged In-Transit Disbursements & Collections
By DFAS Center**



SCORECARD

Rating: RED

Data Reporting: June

OSD Measure# O.1.2. IT.C

FREQUENCY: Monthly

MEASURE: Reduce balance by 75% from FY 2004 year end balance of \$502M.

RATING SCALE:

GREEN = <= -102% but <= 2%

YELLOW = >2% but < 5% or <-105%

RED = >=5% or <= -105%

Analysis:

Aged in-transits for June increased \$81.4M resulting in a balance of \$691.0M. Cleveland posted the only reduction this month.

Cleveland decreased \$10.4M to \$400.4M. This decrease is mainly due to the correction of various aged Authorization Accounting Activity transactions.

Denver increased \$34.9M to \$77.9M. Reporting TI97 Non-AF allocated funds for the first time caused a \$45.6M decrease. Interfund increased by \$64.5M in invalid Unmatched Buyers.

Columbus (provides accounting for Defense Agencies) increased \$44.6M to \$175.1M. DLA Fuels increased \$132.2M. Foreign currency vouchers caused an increase of \$10.6M in DLA Business System Modernization (BSM). Washington Headquarters Services (WHS) implemented systems changes causing an increase of \$9.7M

Actions:

Cleveland: Tiger Teams from Network researching and clearing FY 02 and prior transactions.

Denver: Tiger Teams organized to clean up interfund transactions from San Bernardino

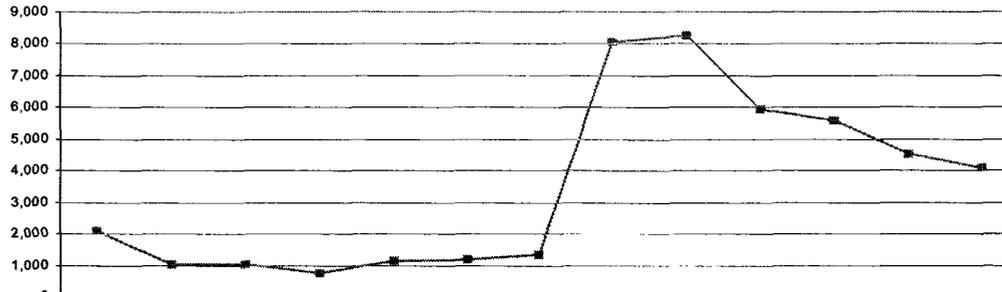
Columbus: Temporary fixes established for DLA Fuels and BSM issues; Working long term fixes. Waiver package submitted to OSD for WHS Workload Capitalization

Total Unmatched Disbursements

Perspective: Customer



Unmatched Disbursements (UMDs) By Military Service/DoD Agency



	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Army	357.00	274.00	291.00	157.50	167.00	204.00	198.00	172.66	313.54	149.31	102.16	91.11	95.65
Navy	1,361.00	307.00	291.00	207.00	376.00	332.00	361.00	5,887.00	5,762.00	4,339.00	3,977.00	3,622.00	2,892.00
Air Force	116.50	202.80	203.30	169.00	246.80	287.90	367.40	1,512.60	1,573.40	965.30	1,055.80	437.20	594.40
Marine Corps	63.34	63.74	68.91	44.03	136.52	115.70	128.93	83.12	77.31	93.30	145.96	45.98	56.27
Defense Agencies	180.66	145.22	153.59	146.62	209.19	215.61	235.19	283.77	406.48	311.88	220.40	257.17	230.60
FMS	18.12	30.75	25.54	10.40	15.86	17.43	45.60	128.01	129.99	60.88	85.42	66.28	228.96
Total	2,096.62	1,023.51	1,033.34	734.55	1,151.37	1,172.64	1,336.12	8,067.16	8,262.72	5,919.67	5,586.74	4,519.74	4,097.88

SCORECARD

Rating: RED
Data Reporting: June

OSD Measure# O.1.1.UM
FREQUENCY: Monthly

MEASURE: Maintain or reduce UMDs Within Timeframe from the FY 2004 year-end balance of \$712M.

RATING SCALE:

GREEN = < 2%
YELLOW = > 2% and > 5%
RED = > 5%

Analysis:

Cleveland: The Navy decreased \$730M. The processing of BUPERS NC1081 corrections by DFAS-PE, further refining of BUPERS summary to detail match-off corrections for prior-year disbursements and NSMA system enhancements to the NSMA-DCAS interface file process resulted in decreases.

Denver: Residual system problems from the CPAS/BQ database mergers in October; a new method of processing MOCAS transactions; and a process change allowing us to immediately reclassify non matching items as UMDs are the main causes for the Denver UMD balance

FMS: timing issues and MOCAS undistributed was the primary cause of the increase. The majority of these transactions are corrected and processed within 15 days.

Actions: (Below information is from May Quad Charts)

Cleveland: Navy requested a temporary waiver from OSD Obligation Requirements

Denver: Software fix for MOCAS posting issues scheduled for implementation in July 2005.

Defense Agencies requested a temporary waiver from OSD Obligation Requirements for WHS.

Close Benchmark and Service Gaps – Average Salary

Perspective: Customer



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Goal	\$ 53,042	\$ 53,002	\$ 52,992	\$ 52,942	\$ 52,917	\$ 52,892	\$ 52,867	\$ 52,822	\$ 52,772	\$ 52,712
Actual	\$ 53,097	\$ 53,047	\$ 53,069	\$ 52,983	\$ 52,919	\$ 52,898	\$ 52,750	\$ 52,946	\$ 52,876	\$ 52,723
Variance	\$ 55	\$ 45	\$ 77	\$ 41	\$ 2	\$ 6	\$ (117)	\$ 124	\$ 104	\$ 11
Cumulative		\$ 5	\$ 27	\$ (59)	\$ (123)	\$ (144)	\$ (292)	\$ (96)	\$ (166)	\$ (319)

SCORECARD

Rating: YELLOW
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
GREEN = < \$ 8
YELLOW = ≥ \$ 8 and ≤ \$ 12
RED = > \$12

NOTE: The cumulative variance in the charts is calculated as the difference between Sept. 04 Goal and Current Month Actual. Overall decrease in average salary is calculated as the difference between Sept. 04 Actual and Current Month Actual, which would be \$374 (rather than \$319).

Analysis:

Subject all GS13 – GS15 fill actions to rigorous classification reviews

- Target high-graded positions for VSIP/VERA offerings
- Restructure the functions and responsibilities of positions to reduce grade levels.
- **Implement HPOs**
- Initiate benchmark study to collect relevant data and use results to build
 - Organizational structure and staffing plan for ABL HPOs
 - Conduct benchmark study(in Draft), on target
- Use NSPS flexibilities to further develop and staff HPO organizations

Actions:

- Classification reviews – ongoing
- Targeted high grades for VSIP/VERA – ongoing
- Restructuring of functions and responsibilities – ongoing
- Organization structure and staffing plans for HPO – completed
- Benchmark study – completed
- NSPS flexibility study – TBD

Customer Satisfaction with DFAS Experience

Perspective: Customer



Goal	= 75%
Actual	= 71%

SCORECARD

Rating: YELLOW
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
GREEN = < 75%
YELLOW = ≥ 65% and ≤ 75%
RED = > 65%

Analysis:

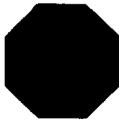
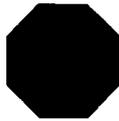
Actual customer service is 4% below goal. Customer satisfaction results based on feedback, ICE surveys and other indicate lower than expected satisfaction with accounting services. Number of actions initiated to elevate customer satisfaction to goal of 75% or higher.

- Actions:**
- Increase Training Opportunities for DFAS Customer Service Emp.
 - Offer Netg Learning Courses (Completed)
 - Customer Relationship Management Series
 - Excellence in Service Series
 - Conduct Customer Symposiums (Completed)
 - Navy FS
 - Def. Agencies hosted a Customer Service Conference 06/21–24
 - Received complimentary feedback regarding topics
 - Client Advocates hosted breakout session to address a variety of issues
 - One on One Contacts (Completed)
 - Army, Marine Corps and Air Force have initiated programs to contact dis-satisfied customers

ACCOUNTING SERVICES BUSINESS LINE



Financial Perspective

<u>FINANCIAL PERSPECTIVE</u>	<u>FY05 GOAL</u>	<u>May-05</u>	<u>Jun-05</u>
<p>Financial Performance Index (See next page for details)</p>	<p>Goal: Execute to plan GREEN = $\pm \leq 2\%$ YELLOW = $\pm > 2\%$ and $\leq 4\%$ RED = $\pm > 4\%$</p>		

Financial Performance Index

Perspective: Financial



SCORECARD

Rating: RED
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:
 Definition, Compare actual to planned, FYTD.

RATING SCALE:
GREEN = < 2%
YELLOW = ≥ 2% and ≤ 4%
RED = > 4%

Work Years	June	FYTD
Plan	474.7	4,299.30
Actual	444.2	4,079.60
Variance	-6.4%	-5.1%

Budget Execution	June	FYTD
Plan	\$50,782,679	\$445,404,847
Actual	\$45,556,718	\$420,115,537
Variance	-10.3%	-5.7%

Analysis:

- Modified our monthly spending plan that is reflected in the AOB.
- Customers request to reduce DFAS costs for FY05.
- Begin pre-positioning for HPO

Actions:

- Revise Network Spending Plans Complete
 - Columbus, Arlington, Kansas City Complete
 - Cleveland, Denver, and Indy Complete
- Review mid year results with BLE Complete
- Working issues with networks Complete
- Based on mid year results review, revise spending plan accordingly Complete
- Submit mid year budget and FY2007 – FY2011 Complete

ACCOUNTING SERVICES BUSINESS LINE



Internal Perspective

ABL #	INTERNAL PERSPECTIVE	FY05 GOAL	May-05	Jun-05
6	# of DFAS actions met as stated in financial plans	<p>GREEN = Milestone slippage does not impact final completion date.</p> <p>YELLOW = Incomplete or revised milestones result in 'at risk' completion date.</p> <p>RED = Incomplete or revised milestones result in high probability of missing completion date.</p>		
7	Audit Deficiencies Corrected	<p>GREEN = All milestones met or incomplete actions have no impact on assertion date.</p> <p>YELLOW = Incomplete or revised actions place assertions 'at risk'.</p> <p>RED = Incomplete or revised actions result in high probability of missing final assertion dates.</p>		
8	FMFIA Material Weaknesses Corrected	<p>GREEN = All milestones met or incomplete actions have no impact on assertion date.</p> <p>YELLOW = Incomplete or revised actions place assertions 'at risk'.</p> <p>RED = Incomplete or revised actions result in high probability of missing final assertion dates.</p>		
9	OSD Metrics	See next page for details		

OSD Metrics - Accounting Perspective: Internal



GOVERNMENT-WIDE METRICS	FY2005 GOALS	MAY* SCORE	JUNE* SCORE
• Fund Balance with Treasury Reconciled/Unreconciled Cash Balances	≥ 98% Reconciled	GREEN	GREEN
• Delinquent Accounts Receivable from Intragovernmental over 180 days (3 rd Quarter)	≤ 10% Delinquent	GREEN	GREEN
• Delinquent Accounts Receivable from Public over 180 days (3 rd Quarter)	≤ 10% Delinquent	RED	RED
• Suspense Clearing (Absolute) Greater than 60 days (3 rd Quarter)	≤ 10% Aged	RED	RED
• Suspense Clearing (Net) Greater than 60 days (3 rd Quarter)	≤ 10% Aged	RED	RED

ACCOUNTING SERVICES BUSINESS LINE

DCN: 12262



Government-Wide OSD Metrics

Delinquent Accounts Receivable from Public over 180 days (quarterly)
Goal = no more than 10% delinquent A/R over 180 days
Actual = decrease of \$0.2B from Mar 05 (\$4.3B)
\$4.1B (50.0%)

Suspense Clearing (Abs) Greater than 60 days (quarterly)
Goal = no more than 10% suspense clearing account balance (abs) greater than 60 days
Actual = There was a decrease of \$355.2M absolute value in the greater than 60 days category from the last quarter.
\$279.3M (19.3%)

Suspense Clearing (Net) Greater than 60 days (quarterly)
Goal = less than 10% suspense clearing account balance (net) greater than 60 days
Actual = There was an increase in the net amount from the last quarter of \$6.1M. The net amount over 60 days at June 30, 2005 totals \$226.9M.
\$ 226.9M (79.0%)

OSD Metrics - Accounting Perspective: Internal



REMAINING OSD METRICS

	MAY SCORE	JUNE SCORE
<ul style="list-style-type: none"> Unmatched Disbursements (UMDs) Over 120 Days Old Negative Unliquidated Obligations (NULOs) Under 120 Days Old Negative Unliquidated Obligations (NULOs) Over 120 Days Old Appropriations with Negative Balances Deposit Accounts with Negative Balances A/R Available for Collection (Quarterly) Public A/R Requiring Due Process At Field Level > 90 Days (Quarterly) Reduction of Public Debt > 180 Days Residing in Debt Management Systems (Quarterly) 	<p>Zero Overaged</p> <p>Maintain FY04 YE Balance Zero Overaged</p> <p>None over 3 months old None over 3 months old</p> <p>75% Reduction FY03 YE</p> <p>95% Reduction FY03 YE</p> <p>95% Reduction FY03 YE</p>	<p>RED</p> <p>RED RED</p> <p>GREEN GREEN</p> <p>RED</p> <p>RED</p> <p>RED</p>
		<p>RED</p> <p>YELLOW RED</p> <p>GREEN GREEN</p> <p>RED</p> <p>RED</p> <p>RED</p>

ACCOUNTING SERVICES BUSINESS LINE



Remaining OSD Metrics

Unmatched Disbursements (UMDs) Over 120 Days

Goal = zero in over aged (over 120 days)

\$0

Actual = increase of \$503.33M from May (\$1190.31M)

\$1693.64M

Negative Unliquidated Obligations (NULOs) Under 120 Days

June

Goal = maintain or reduce from FY 04 year end balance

\$94M

Actual = decrease of \$190.10M from May (\$487.54M)

\$297.44M

Negative Unliquidated Obligations (NULOs) Over 120 Days

Goal = zero in over aged (over 120 days)

\$0

Actual = increase of \$1.54M from June (\$8.06M)

\$9.60M

ACCOUNTING SERVICES BUSINESS LINE



Remaining OSD Metrics - continued

A/R Available for Collection (Quarterly)

Goal = reduce 75% from Sep 2003 actual of \$3,456M	\$1,296M
Actual = decrease of \$1,358M from previous quarter (\$4,014M)	\$2,656M

Public A/R Requiring Due Process at Field Level > 90 Days (Quarterly)

Goal = reduce 95% from Sep 2003 balance of \$290M	\$65M
Actual = decrease of \$95M from previous quarter (\$276M)	\$181M

Reduction of Public Debt > 180 Days Residing in the Debt Management Systems (Quarterly)

Goal = reduce 95% from Sep 2003 balance of \$136M	\$30M
Actual = increase of \$46M from previous quarter (\$706M)	\$752M

Note: due to rounding, some totals may not total

ACCOUNTING SERVICES BUSINESS LINE



Growth and Learning Perspective

ABL #	<u>GROWTH AND LEARNING PERSPECTIVE</u>	<u>FY05 GOAL</u>	<u>May-05</u>	<u>Jun-05</u>
10	# of Employees with Degrees	GREEN = \geq 41% of Employees having a degree YELLOW = \geq 35% and $<$ 41% of Employees having a degree RED = $<$ 35% of Employees having a degree		
11	Employees in Developmental Assignments Accounting	GREEN = \geq 4.5% of Employees participating in DAs YELLOW = \geq 3.5% and $<$ 4.5% of Employees participating in DAs RED = $<$ 3.5% of Employees participating in DAs		

Number of employees with Degrees

Perspective: Growth and Learning



Goal	= 42%
Actual	= 40%

SCORECARD

Rating: YELLOW
Data Reporting: June

BSC #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
GREEN = > 41%
YELLOW = > 35% and < 41%
RED = less than 35%

Analysis:

Slightly lower percentage of employees with degrees than anticipated. Using Skills Inventory to identify and encourage employees to pursue professional degrees and certifications.

- Actions:**
- Defense Agencies - Additional ELPA hires planned for May, June, July, and September expected to see increase ECD: July 2005
 - 15 ELPAs have been hired YTD in Def. Agencies
 - Total number of employees w/degrees has increased by 17
 - Identify a current state of the overall skills of our workforce using Skill Inventory DB. ECD: Rev. Aug 2005
 - 20% of ABL employees have Managerial approved Skills Inventory
 - 42% of ABL employees have initiated a Skills Inventory
 - Create a skills snapshot to establish a baseline using the Skills DB input. ECD: Rev Sep 2005
 - Use the baseline to assess ABL skill gaps as the ABL progress through various transformation initiatives in the future. This will help us better understand our skill requirements ECD: FY2006

SITES	OPERATIONAL PERFORMANCE		AVERAGE SALARY		CERTIFICATIONS		CUSTOMER SATISFACTION		FINANCIAL PERFORMANCE		ASSERTION MILESTONES		AUDIT DEFICIENCIES		MATERIAL WEAKNESSES		OSD METRICS		DEGREES		DEVELOPMENTAL ASSIGNMENTS	
	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual	Goal	Actual
Accounting Services - Air Force	4	2	\$53,971	\$53,255	255	68	75%	75%	101.7	100.8	100%	100%	100%	100%	100%	100%	GREEN	RED	534	484	57	42
Denver	4	2	\$53,971	\$53,255	98	42	75%	75%	38.8	39.3	100%	100%	100%	100%	100%	100%	GREEN	RED	205	240	22	7
Dayton	Note 1	Note 1	N/A	N/A	44	8	N/A	N/A	18.6	33	N/A	N/A	100%	100%	100%	100%	N/A	N/A	92	63	10	0
Limestone	Note 1	Note 1	N/A	N/A	37	6	N/A	N/A	16.1	16.1	N/A	N/A	100%	100%	100%	100%	N/A	N/A	78	75	8	13
Omaha	Note 1	Note 1	N/A	N/A	29	3	N/A	N/A	9.6	-0.5	N/A	N/A	100%	100%	100%	100%	N/A	N/A	60	43	6	3
San Antonio	Note 1	Note 1	N/A	N/A	34	8	N/A	N/A	12.9	13	N/A	N/A	100%	100%	100%	100%	N/A	N/A	72	38	8	19
San Bernardino	Note 1	Note 1	N/A	N/A	13	1	N/A	N/A	5.8	0.1	N/A	N/A	100%	100%	100%	100%	N/A	N/A	27	25	3	0
<p>Note1: Though our field sites are not rated on the overall OPI, they are rated on InTransits and UMDs. Please see attached data.</p> <p>Note2: Of the 21 OSD Metrics, 9 are green equalling 43% of the measures.</p>																						



Your Financial
Partner @ Work

**Accounting Services
Balanced Scorecard Update
for Month of June 2005**

Marine Corps Accounting

*Defense Finance and Accounting
Service – Kansas City*

July 20, 2005



Marine Corps Accounting Services Business Line Balanced Scorecard

DCN: 12262



Corporate Measures

- Customer Satisfaction with the DFAS Experience
- Operational Performance Index
- Financial Performance Index
- Close Benchmark and Service Gaps

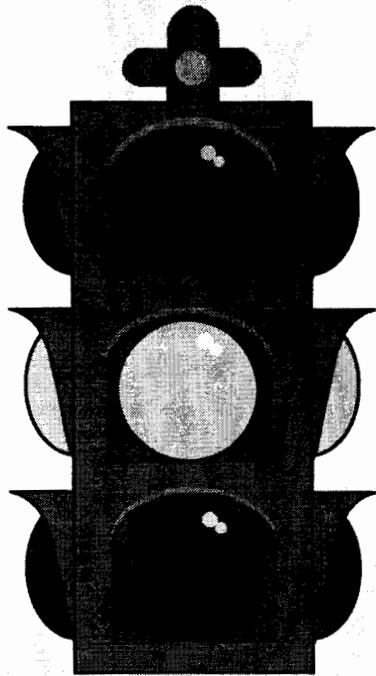
Accounting Measures

- Critical Initiatives Required for Assertion
- FMFIA Material Weaknesses
- Audit Deficiencies
- OSD Metrics
- Developmental Assignments
- Employees with Business Related Degrees

Marine Corps Accounting Services Business Line



ACCOUNTING SCORECARD SUMMARY Data Reporting: June



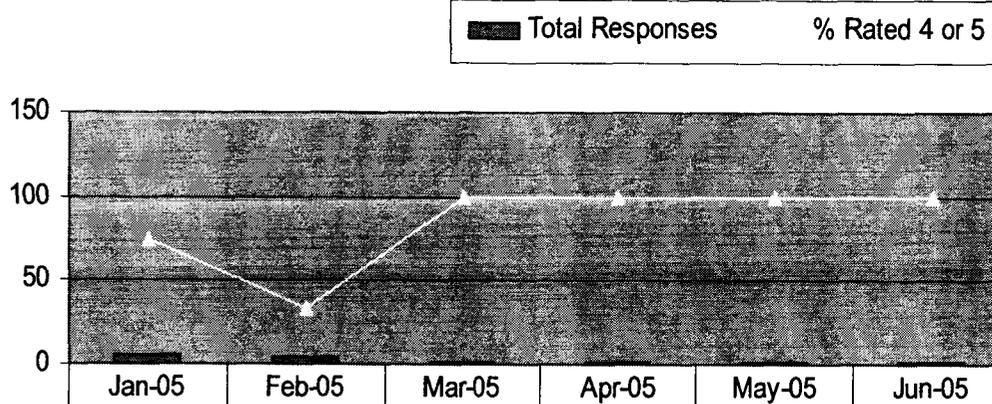
RED	0
YELLOW	1
GREEN	8
Not Reported	2
Total	11

Customer Satisfaction with the DFAS Experience – Marine Corps Perspective: Customer

Accounting Services 

Customer Satisfaction

of Survey Responses



	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Total Responses	5	4	1	1	1	1
% Rated 4 or 5	75	33	100	100	100	100

SCORECARD

Rating: **GREEN**
Data Reporting: **June**

GOAL:
Over 75% of Customer responses are rated 4 (GOOD) or 5 (EXCELLENT).

MEASURE:
Compare the number of responses that were rated 4 or 5 by our customers to the total number of response received.

RATING SCALE:
GREEN = > 75%
YELLOW = ≥ 65% or < 75%
RED = < 65%

Performance Summary: June

- 1 Response was received from customers, the same count as received in March and May. One response is not enough to provide a good statistical measurement.

Performance Summary: FYTD Jan 2005 – June 2005

- Total Responses FYTD 13
- The FYTD customer satisfaction is 84.66%, a Green rating on the rating scale.

Network Performance Current Month:

- The number of responses that we receive drives the score. The higher the response rate, the better chance we have of getting a good rating. Other drivers are the ratings themselves. One ICE survey was returned, with 100% rating.
- Post-site visit ICE Surveys are administered to measure customer expectations and satisfaction. Customers are randomly asked to participate in feedback through use of ICE Survey email links.

Customer Satisfaction with DFAS Experience – Marine Corps Perspective: Customer

Accounting Services 

Variance Analysis:

The average customer satisfaction rating for January - June is 84.6% (GREEN).

•Note: The FYTD variance analysis on a percentage basis became effective January 2005.

Initiatives

ECD

- Continue monitoring the ICE survey cards results and outline regularly occurring problem areas and corrective actions. Ongoing

- Review and monitor how and when the ICE survey cards are sent out, in effort to increase the number of responses received. Ongoing

- Contact the dissatisfied customers to better understand their issues/concerns and to determine root cause(s) to prevent similar problems from occurring in the future. Ongoing

Operational Performance Index (OPI) – Marine Corps Perspective: Customer Accounting Services



	FY2005	May			June		
	Goal	Monthly Planned	Actual	Rating	Monthly Planned	Actual	Rating
Suspense Account (3000 Non-Exempt Over 60 Days Old)	\$1.0M	\$1.0M	\$1M		\$1M	\$1M	
Overaged Intransits	\$0M	\$0M	\$0.2M		\$0M	\$0.3M	
Total UMDs	\$44M	\$65M	\$46M		\$60M	\$56M	
Timeliness of Accounting Rep.	95%	100%	100%		100%	100%	

SCORECARD

Rating: Green
Data Reporting: June

GOAL:
Execute to the planned goal each month.

MEASURE:
Monthly actual balances compared to planned monthly balances

RATING SCALE:
 GREEN = 4 Green
 YELLOW = None Red/Any Yellow
 RED = 1 or more Red

Performance Summary: June
 • 4 of the four metrics in this index are rated GREEN

Performance Summary: FYTD
 • FYTD Average Rating: 2.85
 • Positive Trend for Index as of January's performance.
 • Numerous initiatives in process include customer business practices and system related issues which are expected to render an overall reduction that impacts 3 of the 4 measures.

Monthly Variance: Explanations of Rating on following slides:

Metric	May	June	+/-	Rating
Suspense Overaged	0.1M	0.1M	-	Green
Overaged In-Transits	0.2M	0.3M	+	Green
Total Unmatched Disbursements	46M	56M	+	Green
Timeliness of Accounting Reports	100%	100%	-	Green

Financial Performance Index – Marine Corps Accounting Services Perspective: Financial



	Work Years*		Dollars*		DBH Work Counts	
	Planned	Actual	Planned	Actual	Planned	Actual
Oct	19.3	19.3	1372810	1372810	31081	31080
Nov	39.4	39.4	3451212	3451212	62563	62562
Dec	61.0	60.5	5510809	5503319	96015	94006
Jan	81.8	78.6	7506005	7844746	127883	120697
Feb	101.0	96.8	9486777	10101607	158167	154285
Mar	122.9	117.1	12855835	12686172	203958	184548
Apr	135.9	135.1	14722660	14222863	236245	231318
May	153.4	155.2	16808389	16204830	268113	251407
June	174.9	173.2	18889185	18125946	281682	281937

SCORECARD

Rating: N/R
Data Reporting: June

GOAL:
Execute to Plan.

RATING SCALE:
GREEN = $\geq 75\%$
YELLOW = $\geq 60\%$ or $< 75\%$
RED = $< 60\%$

DEFINITION:
 Successfully meet deliverables for all three financial performance metrics: Workyear Execution, Budget Execution to Spending Plan, and Revenue Execution.

Performance Summary: May Work year, dollar execution, and DBH are under plans.

Performance Summary: FYTD
 • Work year, dollar execution, and DBH FYTD remain under plans.

Network Performance:
 Work years are executing at 99% of the KC spending plan projection and the total dollars are executing at 95.9 % of the plan. The DBH work count reflected in execution reports displays a rate of 100% of the KC spending plan.

Close Benchmark and Service Gaps – Avg. Salary – Marine Corps Perspective: Customer

Accounting Services **DFAS**

SCORECARD

Rating: N/R

Data Reporting: June

GOAL:

June Goal = \$54,974

RATING SCALE:

GREEN = \geq 95%

YELLOW = \geq 85% or $<$ 90%

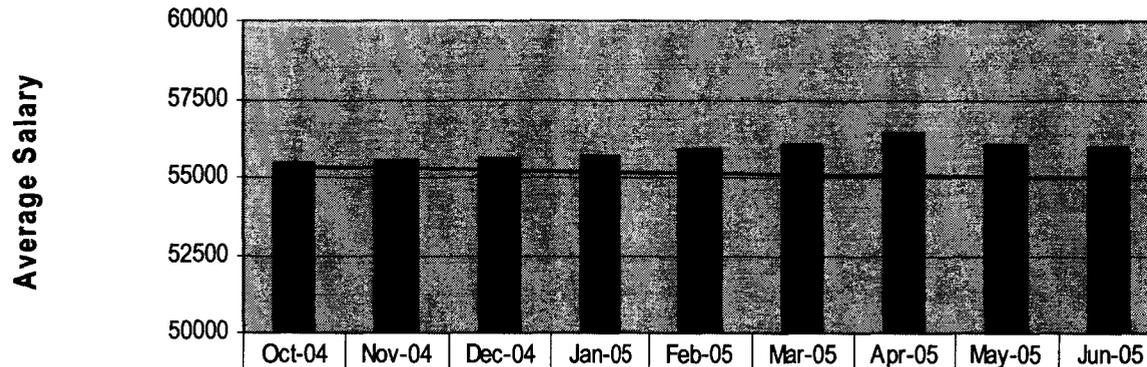
RED = $<$ 85%

DEFINITION:

Reduce the average salary per employee by \$500 for the FY2005. Scale for goal is a sliding scale and will adjust monthly.

Average Salary

■ Avg. Salary Actual ◆ Avg. Salary Goal



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Avg. Salary Actual	55442	55494	55594	55694	55890	56028	56425	56022	55977
Avg. Salary Goal	55310	55268	55226	55184	55142	55100	55058	55016	54974

Performance Summary: June

- Average Salary Actual = \$55,977
- Average Salary Goal = \$54,974
- Approx.\$ variance from goal = \$1,003

Performance Summary: FYTD

- Average Salary FYTD = \$55,840
- Sept 2005 Goal is \$54,842

Network Performance:

- Marine Corps Accounting average salary for September 2004 was \$55352, and we used a sliding scale of \$42 reduction per month: \$500/12 months. The number of employees has reduced by 8 from the Sept 2004 count of 203.
- Marine Corps Accounting is currently offering VERA/VSIPs for GS-7 through GS-15s. In addition, as attrition occurs, we are attempting to restructure the functions and responsibilities of the positions to reduce grade levels.

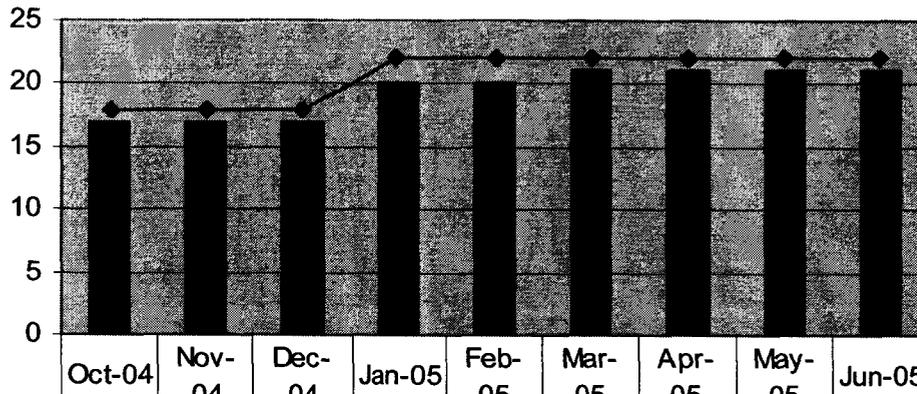
Close Benchmark and Service Gaps – Employee Certifications – Perspective: Customer Marine Corps Accounting Services



Employee Certifications

Number of Employees with Certification

■ Certifications Actual —●— Certifications Goal



Certifications Actual	17	17	17	20	20	21	21	21	21
Certifications Goal	18	18	18	22	22	22	22	22	22

SCORECARD

Rating: GREEN
Data Reporting: June

GOAL:
Increase number of certifications by 5%

RATING SCALE:
GREEN = $\geq 90\%$
YELLOW = $\geq 85\%$ or $< 90\%$
RED = $< 85\%$

DEFINITION:
Increase the total number of certifications of employees by 5% from the September 2004 goal. Scale for goal is a sliding scale and will adjust monthly.

Performance Summary: June

- Total Certifications Actual = 21
- Total Certification Goal = 22
- No change from May

Performance Summary: FYTD

- Certifications FYTD = 21
- Certification Goal for FY = 22
- $21/22 = 95\%$

Network Performance:

Marine Corps Accounting has 18 GS 510s with Certifications, out of 83 GS 510 employees, for 21.7% of GS 510s certified. We expect to have several individuals certified before the end of FY 05.

Close Benchmark and Service Gaps – Employee Certifications – Perspective: Customer Marine Corps Accounting Services



Variance Analysis:

The ICE Survey achieved a 59.3% response rate with 136 out of 229 employees participating in the survey.

The results of the survey are:

Of those who attended a CDFM training class, 29% actually tested.

Of those who attended a CGFM training class, 13% actually tested.

Those who intend to take either the CDFM or CGFM equaled 71%

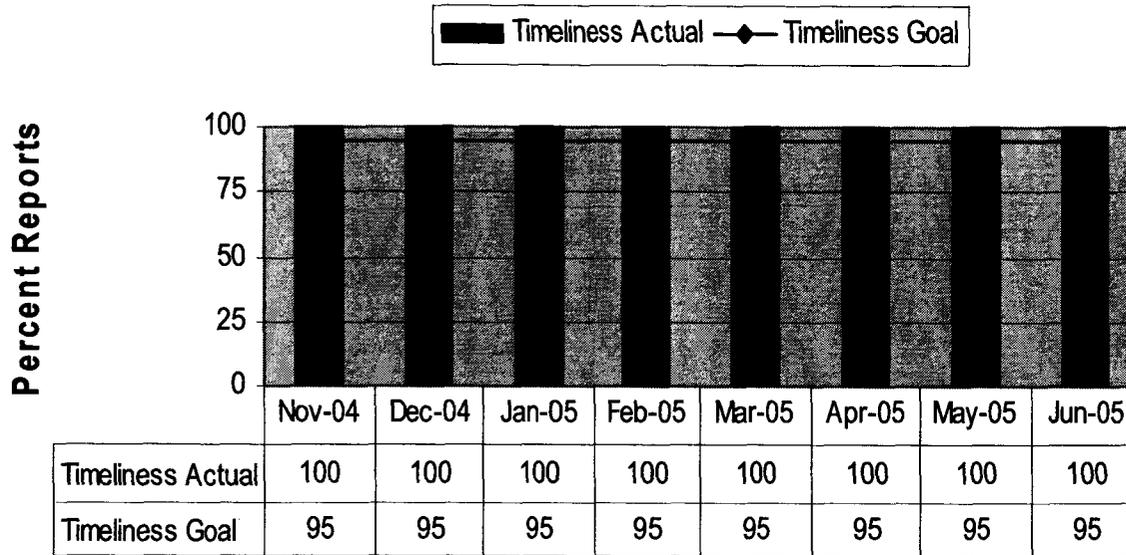
Initiatives

ECD

- | | |
|--|---------|
| ▪ Provide local study group to assist CDFM/CGFM candidates in achieving certifications | Ongoing |
| ▪ Encourage employees to register and test for certification | Ongoing |

Close Benchmark and Service Gaps – Timeliness of Acctg. Reports – Perspective: Customer Marine Corps Accounting Services

Timeliness of Accounting Reports



SCORECARD

Rating: GREEN
 Data Reporting: June

GOAL:
 Produce financial reports in 10 calendar days

RATING SCALE:
 GREEN = $\geq 95\%$
 YELLOW = $\geq 85\%$ or $< 90\%$
 RED = $< 85\%$

DEFINITION:
 Financial reports, SF133s, 1002's and 1307s are due on the 10th calendar day of the month. This measure tracks total number of reports against the total number of reports late.

Performance Summary: June Percent of reports actual delivered on Time = 100%
 • Percent of reports goal delivered on Time = 95%

Performance Summary: FYTD
 •Percent of reports FYTD delivered on Time = 100%
 •Goal has been surpassed every month this fiscal year.

Network Performance:
 Marine Corps Accounting will continue with streamlined processes to meet accelerated reporting goals. No current outstanding issues.

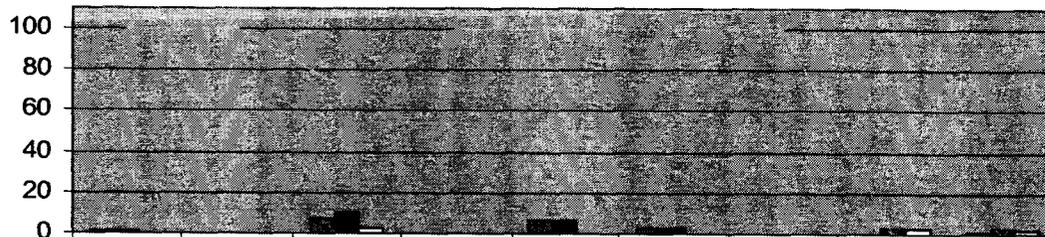
Critical Initiatives Required for Assertion – Marine Corps Perspective: Customer Accounting Services



FY2005 Critical Actions-ABL

Percent Monthly Actions Completed as Planned

Met Planned Revised % Complete



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Met	1	0	7	0	6	3	0	0	1
Planned	1	0	10	0	6	3	0	3	3
Revised	0	0	3	0	0	0	0	3	2
% Complete	100	100	70	100	100	100	100	0	33%

SCORECARD

Rating: Green
Data Reporting: June

GOAL:
Complete Critical Milestones for Critical Initiatives as planned.

RATING SCALE:
GREEN = ≥ 95%
YELLOW = ≥ 85% or < 95%
RED = < 85%

DEFINITION:
Track the progress of Critical Milestone completion as identified in the Financial Improvement Plans. Specific questions relate to total number of Critical Milestones Planned, Met, and Revised.

Performance Summary: June

- 3 critical actions were planned for completion
- 1 actions were met as planned
- 2 actions were revised for completion dates

Performance Summary: FYTD

- Total Actions FYTD Planned = 25
- Total Actions FYTD Met = 17
- Total Actions FYTD Revised = 8

Network Performance:

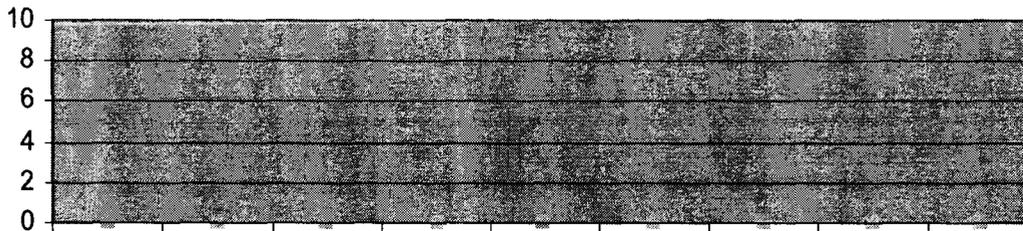
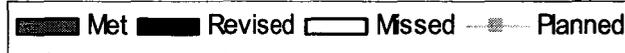
Completion of the receivables initiatives are dependent on the SCR that won't go into effect until 9/30/05. Marine Corps Accounting is Green for June, and all milestones met or revised have no impact on assertion date.

FMFIA Material Weaknesses – Marine Corps Accounting Services Perspective: Customer



FMFIA Material Weaknesses

Number of Milestones



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Met	0	0	0	0	0	0	0	0	0
Revised	0	0	0	0	0	0	0	0	0
Missed	0	0	0	0	0	0	0	0	0
Planned	0	0	0	0	0	0	0	0	0

SCORECARD

Rating: **GREEN**

Data Reporting: **June**

GOAL:

Achieve 90% of scheduled milestones

RATING SCALE:

GREEN = $\geq 90\%$

YELLOW = $> 80\%$ or $< 90\%$

RED = $< 80\%$

DEFINITION:

This measure is designed to manage the elimination of Section 2 Material Weaknesses. For each material weakness, a plan of action and milestones have been established to ensure that steps are taken to correct the weakness.

Performance Summary: June 0 milestones were planned for completion
• 0 revised

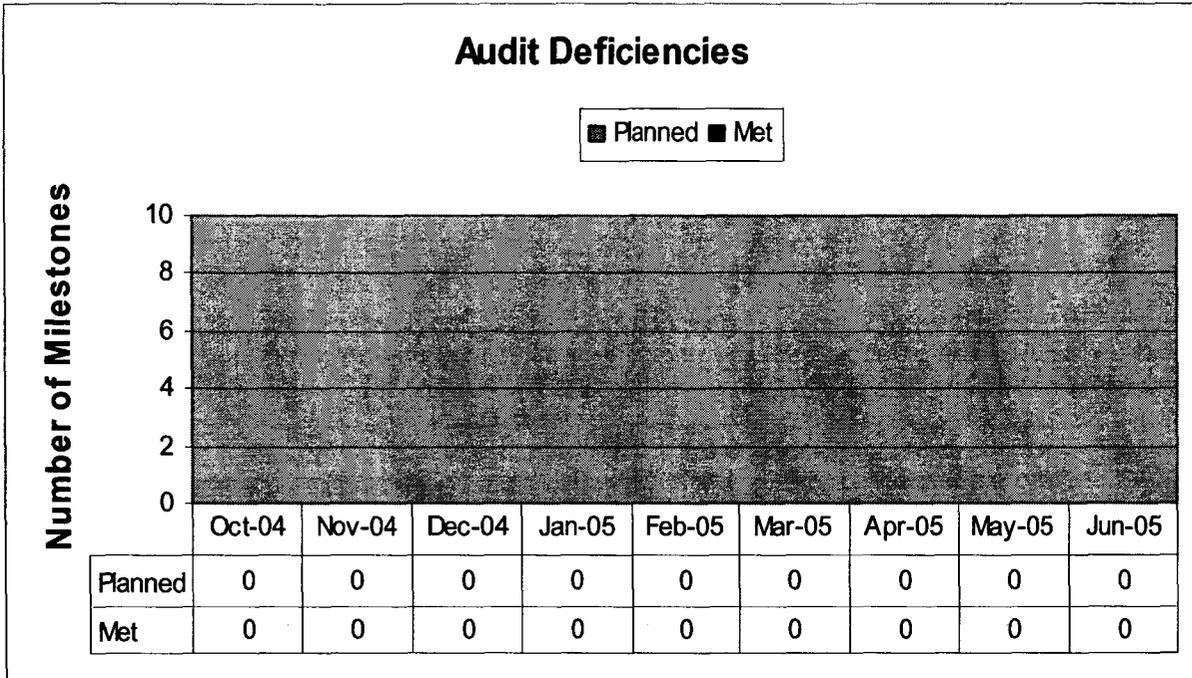
Performance Summary: FYTD
0 milestones were planned for completion
0 revised

Network Performance:

Marine Corps Accounting has no material weaknesses or planned milestones.

Marine Corps Accounting is Green for June, and all milestones met or revised have no impact on assertion date.

Audit Deficiencies – Marine Corps Accounting Services Perspective: Customer



SCORECARD

Rating: GREEN
Data Reporting: June

GOAL:
Achieve 90% of all outstanding audits

RATING SCALE:
GREEN = $\geq 90\%$
YELLOW = $\geq 80\%$ or $< 90\%$
RED = $< 80\%$

Performance Summary: June

- 0 milestones were planned for completion
- 0 revised

Performance Summary: FYTD

- 0 milestones were planned for completion
- 0 revised

Network Performance:
 Marine Corps Accounting has no audit deficiencies or planned milestones.
 Marine Corps Accounting is Green for June, and all milestones met or revised have no impact on assertion date.

OSD Metrics – Marine Corps Accounting Services

Perspective: Internal



GOVERNMENT-WIDE METRICS

FY2005 GOALS

SCORE

- Fund Balance with Treasury Reconciled/Unreconciled Cash Balances
- Delinquent Accounts Receivable from Intragovernmental over 180 days
- Delinquent Accounts Receivable from Public over 180 days
- Suspense Clearing (Absolute) Greater than 60 days
- Suspense Clearing (Net) Greater than 60 days

- ≥ 98% Reconciled
- ≤ 10% Delinquent
- ≤ 10% Delinquent
- ≤ 10% Aged
- ≤ 10% Aged

- GREEN
- GREEN
- RED
- GREEN
- GREEN

QUAD METRICS

FY2005 GOALS

SCORE

- Suspense Overaged (3000 Non-Exempt over 60 days old)
- Overaged In-Transit Disbursements & Collections
- Unmatched Disbursements (UMDs) Total
- Timeliness of Accounting Reports to Customers

- 10% Reduction 12/31/04 Balance
- 75% Reduction FY04 YE Balance
- Maintain FY04 Within Timeframe YE Balance
- ≥ 95% On-time Delivery

- GREEN
- GREEN
- GREEN
- GREEN

REMAINING OSD METRICS

FY2005 GOALS

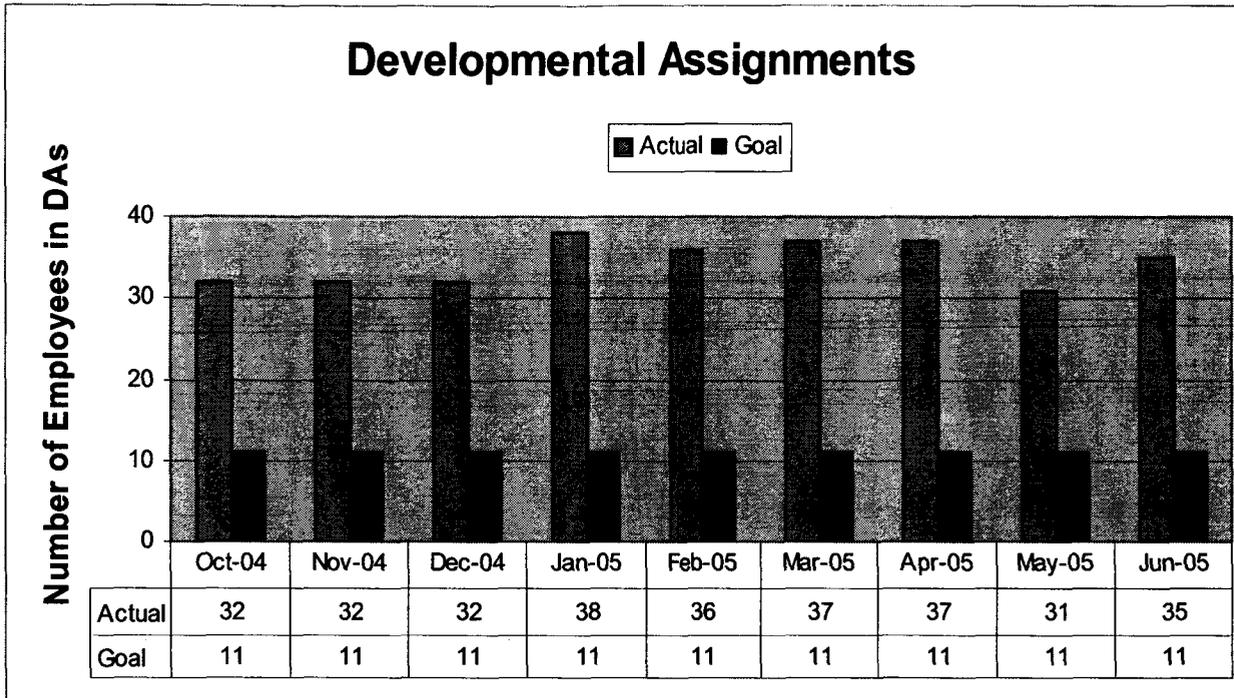
SCORE

- Unmatched Disbursements (UMDs) Under 120 Days Old
- Unmatched Disbursements (UMDs) Over 120 Days Old
- Negative Unliquidated Obligations (NULOs) Under 120 Days Old
- Negative Unliquidated Obligations (NULOs) Over 120 Days Old
- Suspense Account – 3000 Non-Exempt Within Allowable 60-Day Timeframe
- Appropriations with Negative Balances
- Deposit Accounts with Negative Balances
- A/R Available for Collection
- Public A/R Requiring Due Process At Field Level > 90 Days
- Reduction of Public Debt > 180 Days Residing in Debt Management Systems
- Unsupported Accounting Adjustments

- Maintain FY04 YE Balance
- Zero Overaged
- Maintain FY04 YE Balance
- Zero Overaged
- 10% Reduction from FY04 Average Balance
- None over 3 months old
- None over 3 months old
- 75% Reduction FY03 YE Bal
- 95% Reduction FY03 YE Bal
- 95% Reduction FY03 YE Bal
- ≤ \$175B Unsupported

- GREEN
- RED
- RED
- N/A

Developmental Assignments – Marine Corps Accounting Services Perspective: Learning and Growth



SCORECARD

Rating: GREEN
Data Reporting: June

GOAL:
Achieve 4.5% (11) of total end-strength from September 2004 (239 employees).

RATING SCALE:
GREEN = $\geq 90\%$
YELLOW = $\geq 75\%$ or $< 90\%$
RED = $< 75\%$

DEFINITION:
This measure focuses on broadening employees skills and knowledge through well defined Developmental Assignments.

Performance Summary: June

- Total number of employees in DAs = 35
- Total number of employees goal in DAs = 11

Performance Summary: FYTD

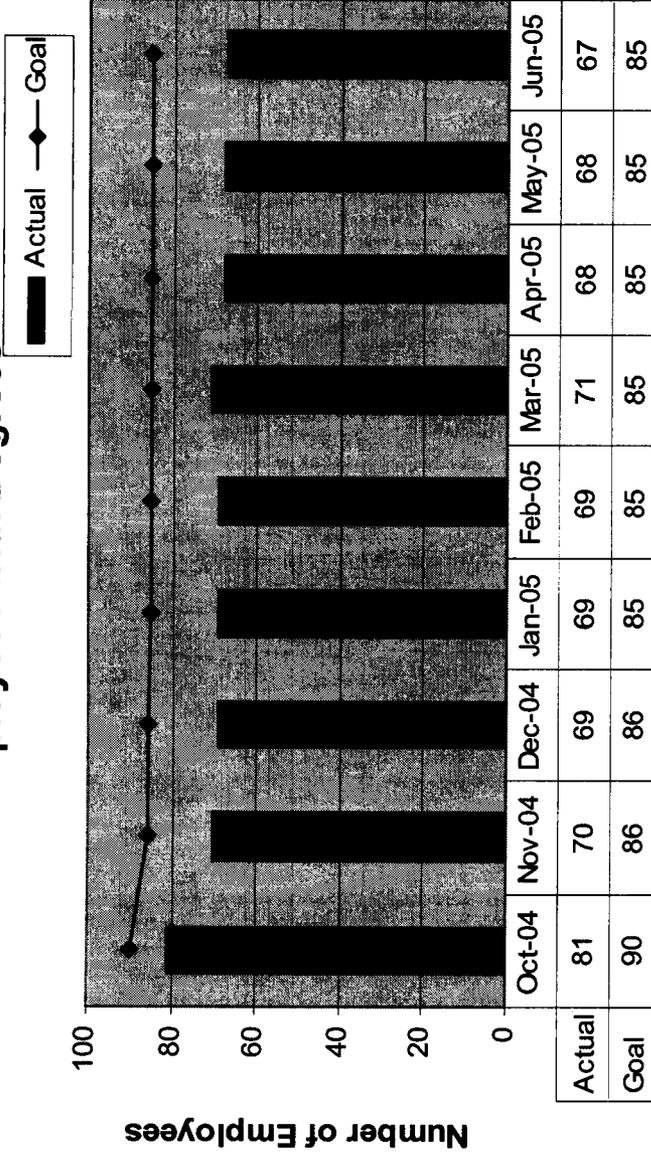
- Total FYTD Average = 34.43
- Overall number of employees in DAs increased by 3 since October 2004

Network Performance:
Marine Corps Accounting had 205 civilian employees and 34 military employees as of 10/31/04, and as of 1/31/05, we had 203 civilians and 29 military. We have consistently surpassed our goal, with an average of 34.9 employees, or over 300%, in Developmental Assignments over the past 6 months. Learning objectives for these developmental assignments are to expand, develop and improve current financial and accounting skills. These assignments provide cross training while maintaining oversight on current year transactions. Developmental Assignments are essential to meet our goals, objectives and the mission, as well as maintaining continuous outstanding customer service.

Employees with Degrees – Marine Corps Accounting Services Perspective: Learning and Growth



Employees with Degrees



SCORECARD

Rating: YELLOW
 Data Reporting: June

GOAL:

Increase number of employees with degrees by 5% to 42% of total end-strength

RATING SCALE:

GREEN = ≥ 90%
 YELLOW = ≥ 75% or < 90%
 RED = < 75%

DEFINITION:

Increase the total number of employees with business related degrees.

Performance Summary: June

- Total Number of Employees with Degrees = 67 for 79%
- Total Certification Goal = 85

Performance Summary: FYTD

- Degrees FYTD = 67
- 80% of Goal

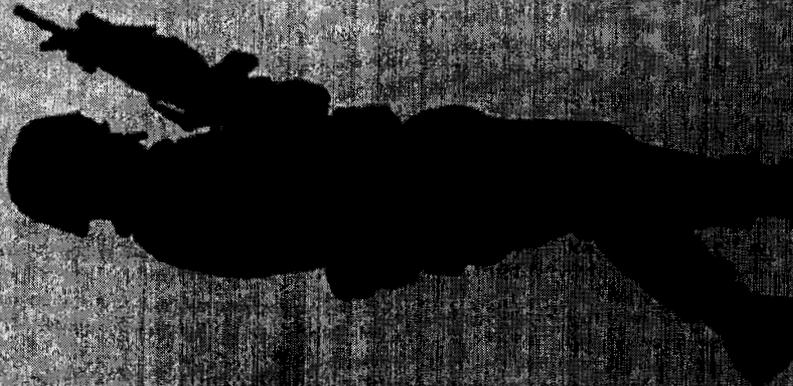
Network Performance: Probable loss of one employee.

Marine Corps Accounting has 203 civilian employees as of 1/31/05. We expect the number of employees with degrees to trend upward through the end of the fiscal year.



Accounting Services, Army Balanced Scorecard

July 2005 Charts





Accounting Services, Army - FY 05 BSC

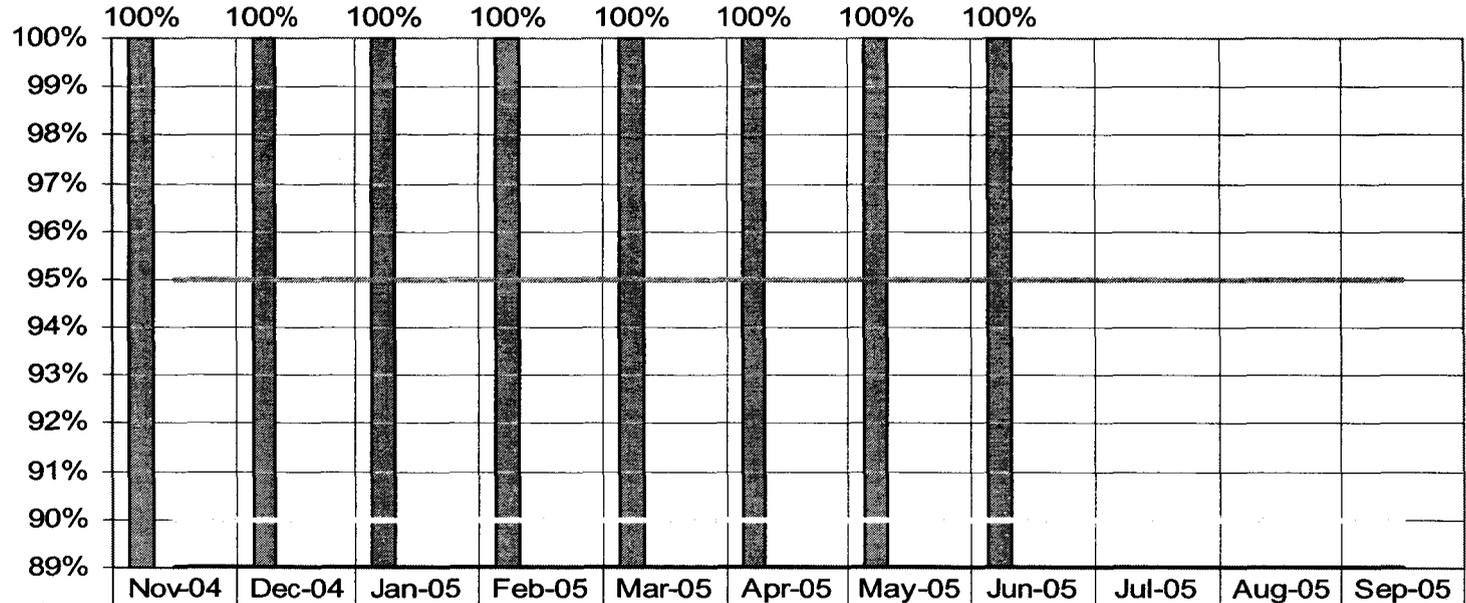
BSC/	PMI #	Measure Title	1-31 Oct	1-30 Nov	1-31 Dec	1-31 Jan	1-28 Feb	1-31 Mar	1-30 Apr	1-30 Jun
Customer	295	Timeliness of Accounting Reports to Customers (SF 133 & AR 1307)	G	G	G	G	G	G	G	G
Customer	296	Timeliness of Accounting Reports to Customers (AR (M) 1002)	G	G	G	G	G	G	G	G
Customer	612	DFAS Critical Initiatives	G	G	G	G	G	G	G	G
Financial	613	Customer Satisfaction with DFAS Experience	N/R	G 4.05	G 4.14	Y 66%	G 59%		Y 74%	G 77%
Internal	TBD	Budget Execution to Spending Plan	N/R							
Internal	180	Reduction of Aged Intransits	N/R	N/R	N/R	Y 83%				
Internal	517	Audit Deficiencies Corrected	N/R	N/R	N/R					Y 80.77%
Internal	531	FMFIA Material Weaknesses Corrected	N/R	N/R	N/R					
Internal	543	Fund Balance with Treasury Deficiency Rate (General Fund)	G	G	G	G	G	G	G	G
Internal	543	Fund Balance with Treasury Deficiency Rate (Working Capital Fund)	G	Y	Y	Y	Y	Y	Y	Y
Internal	616	Manage and Delivery Systems Change Inventory	G 3	G 3	G 3	G 3	G 3	G 3	G 3	G 3
Internal	630	Innovative Business Practices - Accounting	N/R							
Growth and Learning	515	Professional Certifications & Licenses & Certificates								
Growth and Learning	548	Number of Employees with Degrees	Y 84.7%	Y 82.84%	Y 85.9%	Y 85.9%	Y 86.2%	Y 85.5%	Y 84.7%	Y 85.7%
Growth and Learning	614	Monthly Employee Satisfaction	N/R							
Growth and Learning	625	Employees in Developmental Assignments	G 17.0%							
Unique	IN1	Utilization of Overtime	G 7.9%	G 7.7%						
Unique	IN2	Field Site Accuracy Report	G 98.8%	G 98.1%						
Unique	IN3	Customer Index	Y 74.63%	Y 69.53%	Y 71.08%	Y 71.08%	Y 68.71%	Y 68.51%	Y 71.04%	Y 69.30%
Unique	IN4	PMI #178- Reduction of NULOs	G 6%							
Unique	IN5	PMI #179- Reduction of UMDs	G 217	G 221	G 221	G 216	G 216	G 216	G 216	G 217
Unique	IN6	Non Monetary Recognition Program	G 9.35%	G 9.4%						

PMI #295: Timeliness of Accounting Reports to Customers (SF 133 & AR 1307)
Perspective: Customer



Objective: Deliver the DoD Accounting Reports 95% on time
Target: SF 133 & AR 1307- 10 workdays

Green = 95% and above
 Yellow = Between 90% and 95%
 Red = 89% and below



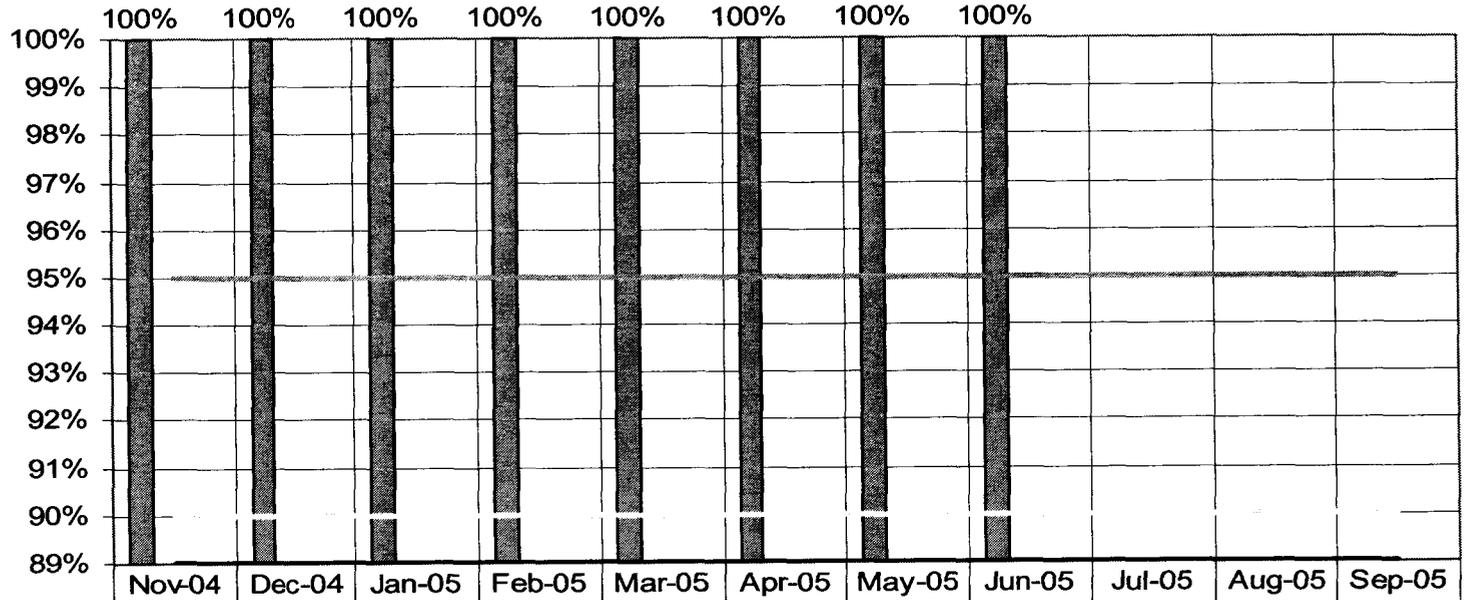
	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
Total # of reports	212	215	215	215	215	215	220	218			
Late due to DFAS	0	0	0	0	0	0	0	0			
Late due to Non-DFAS	0	0	0	0	0	0	0	0			
Green	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Yellow	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Red	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%

PMI #296: Timeliness of Accounting Reports to Customers (AR (M) 1002)
Perspective: Customer



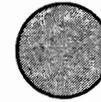
Objective: Deliver the DoD Accounting Reports 95% on time
Target: Acctg Rpt (M) 1002 - 15 work days

Green = 95% and above
 Yellow = Between 90% and 95%
 Red = 89% and below



	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
Total # of reports	117	178	177	177	178	177	180	184			
Late due to DFAS	0	0	0	0	0	0	0	0			
Late due to Non-DFAS	0	0	0	0	0	0	0	0			
Green	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Yellow	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Red	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%

**BSC #612: DFAS Critical Initiatives Required for Assertion by FY 2007
as Stated in the Financial Improvement Plans**



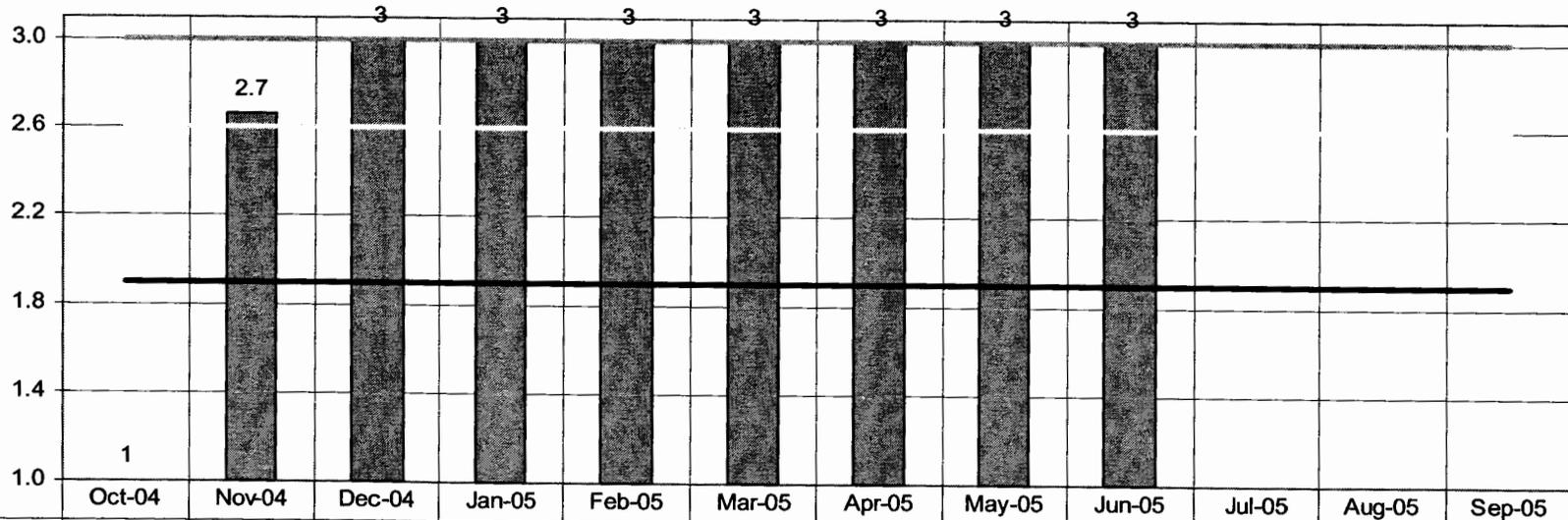
Perspective: Customer

Objective: Achieve 100% of scheduled DFAS Critical Initiatives required to meet the goal of an Unqualified Audit Opinion by FY 2007

Target: Achieve an overall Critical Initiative rating of 3

Green = 2.6 to 3
Yellow = < 2.6 but ≥ 2.0
Red = Less than 2.0

<u>Overall Critical Initiative Rating</u>	<u>Definition</u>	<u>Status of Critical Initiative</u>	<u>PMIS Rating</u>
Green	All Critical Actions met for a given initiative.	Initiative on Schedule	3
Yellow	All but one or two Critical Actions missed for a given initiative.	Initiative in Jeopardy	2
Red	Three or more Critical Actions missed for a given initiative.	Initiative Impacted	1



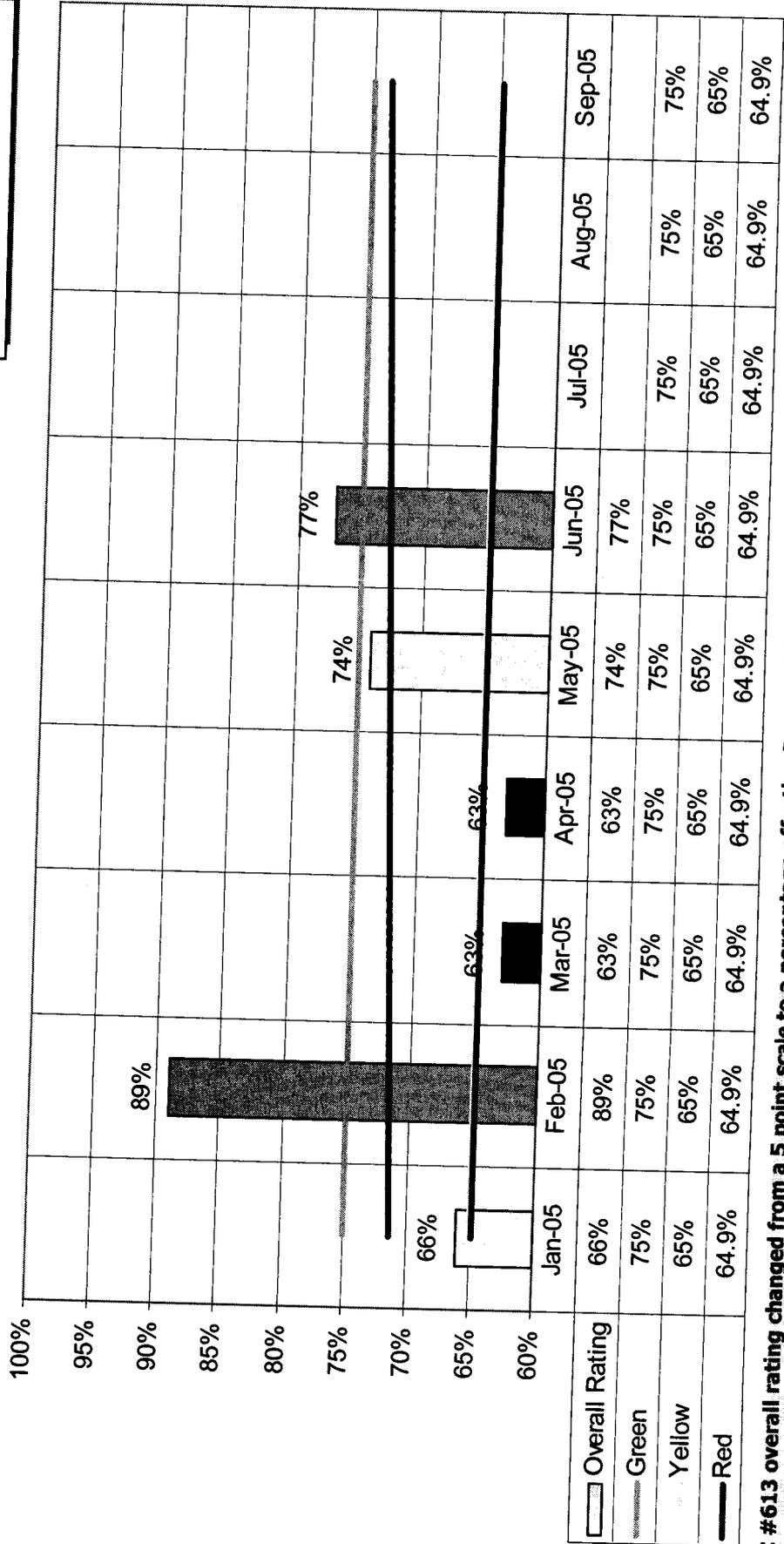
Overall Rating	1	2.7	3	3	3	3	3	3	3			
Green	3	3	3	3	3	3	3	3	3	3	3	3
Yellow	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Red	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9

BSC #613: Customer Satisfaction with DFAS Experience
Perspective: Customer



Objective: Capture the quality of customer service provided during an engagement (event) with DFAS
Target: Achieve an overall rating of 75% or above

Green = $\geq 75\%$
 Yellow = $\geq 65\%$ and $< 75\%$
 Red = $< 65\%$



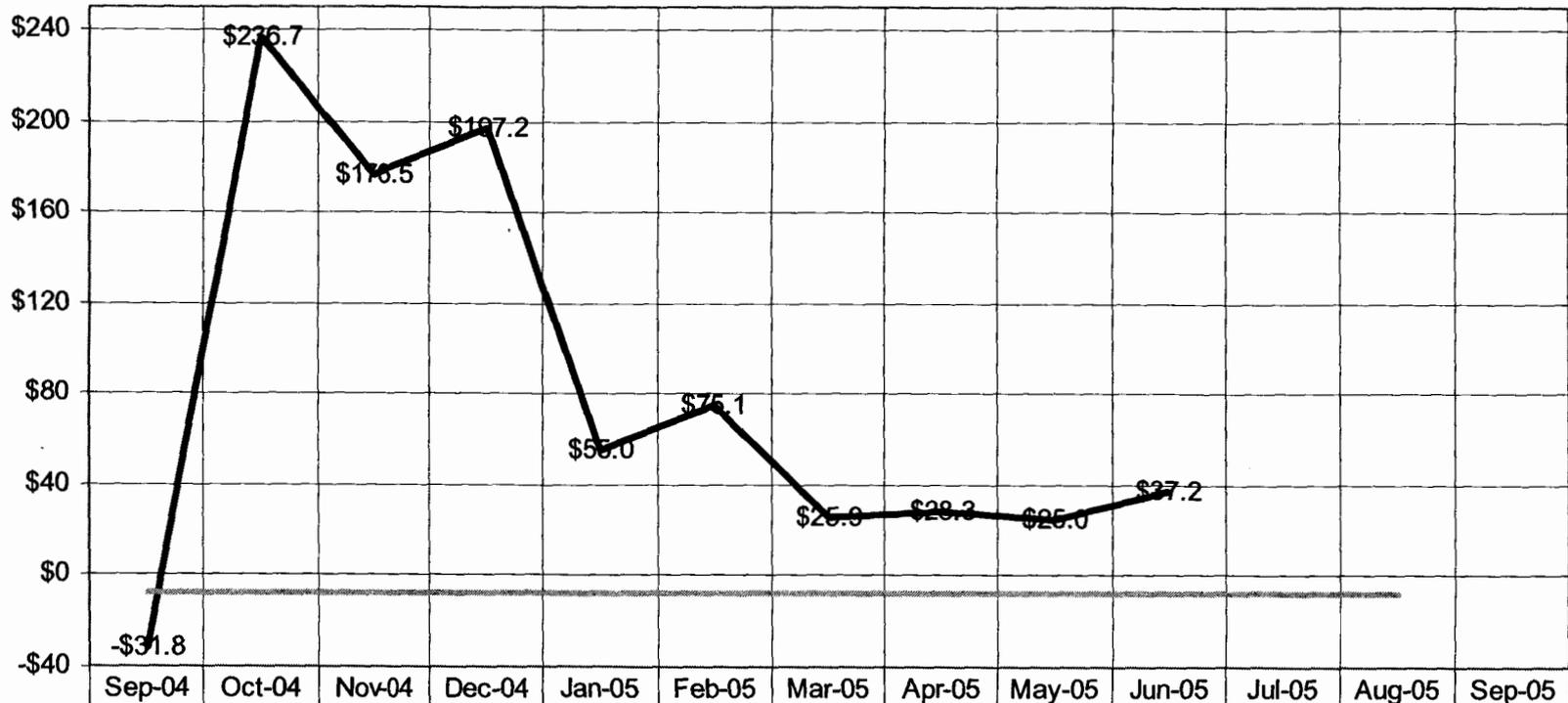
BSC #613 overall rating changed from a 5 point scale to a percentage effective January 2005.

12/22/2005

PMI #180: Reduce Aged Intransit Disbursements
Perspective: Internal



Objective: The Agency plan is to reduce aged Intransit Disbursements by 75%
Target: The FY 2005 goal is a 75% reduction from the FY 2004 year-end balance.
 This is measured in net dollars.



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
FY 2005 Goal	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9
Green	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9	-\$7.9
Current Month Bal	-\$31.8	\$236.7	\$176.5	\$197.2	\$55.0	\$75.1	\$25.9	\$28.3	\$25.0	\$37.2			

Note: Numbers are in millions. The September 2004 balance was (31.8). Our September 30, 2005 goal is (7.9).

PMI #180: Reduce Aged Intransit Disbursements



DATE	Rept Month	IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
Sep-04	Sep-04	Met(530)	Met(5101)							Met(53)		
Oct-04	Oct-04		Met(599)									
Nov-04	Nov-04		Met(579)									
Dec-04	Dec-04		Met(52)									
Jan-05	Jan-05		Met(561)					Met(02)		Met(1)		Met(2)
Feb-05	Feb-05							Met(000)		Met(1)		Met(0)
Mar-05	Mar-05							Met(002)				Met(0)
Apr-05	Apr-05							Met(02)				Met(0)
May-05	May-05	Met(25)		Met(1)	Met(1)	Met(003)	Met(005)	Met(007)	Met(1)		Met(002)	Met(02)
Jun-05	Jun-05			Met(1)	Met(04)		Met(02)	Met(02)	Met(1)	Met(1)	Met(01)	Met(03)

DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04	Met(57)		Met(50)					Met(0)	Met(0)	N/A
Oct-04	Oct-04	Met(52)		Met(50)							N/A
Nov-04	Nov-04	Met(50)		Met(50)							N/A
Dec-04	Dec-04	Met(37.0)		Met(50)							N/A
Jan-05	Jan-05	Met(3)		Met(50)					Met(0)		N/A
Feb-05	Feb-05	Met(5)		Met(50)				Met(5,007)	Met(0)		N/A
Mar-05	Mar-05		Met(5)	Met(50)			Met(5,00)	Met(5,007)	Met(0)		N/A
Apr-05	Apr-05			Met(50)			Met(5,04)	Met(5,001)	Met(0)		N/A
May-05	May-05			Met(50)			Met(5,02)		Met(0)	Met(0)	N/A
Jun-05	Jun-05	Met(5,0)		Met(50)				Met(5,003)	Met(5,004)	Met(5,00)	N/A

Note: Numbers are in millions. N/Met stands for Not Met.

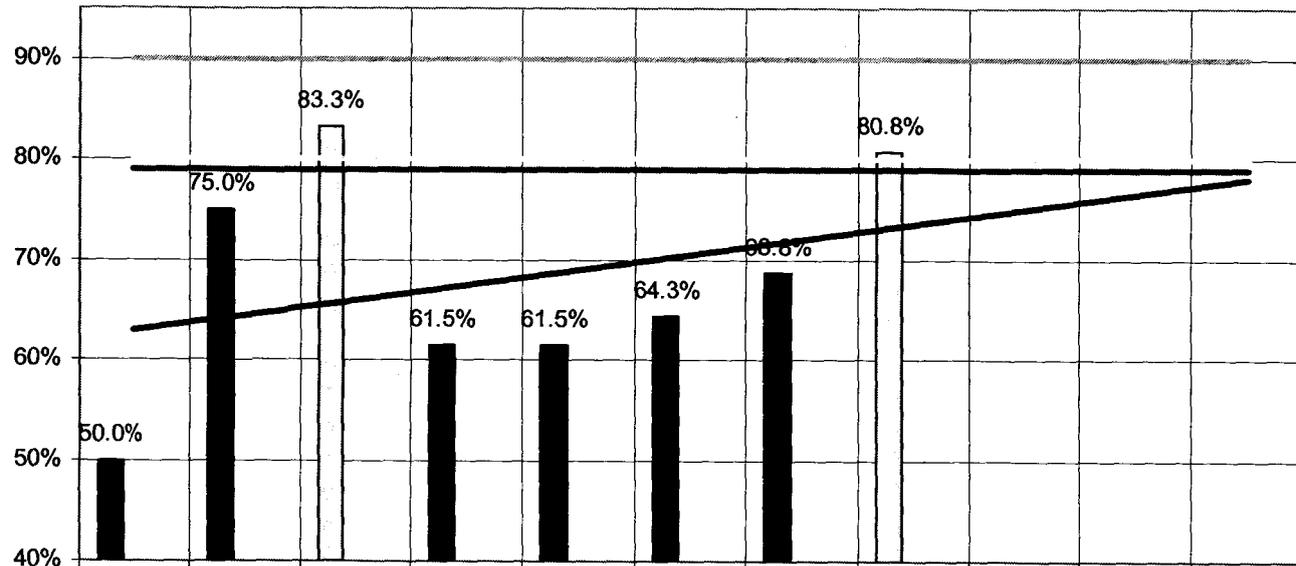
BSC #517: Audit Deficiencies Corrected
Perspective: Internal



Objective: Improve the quality (Accuracy & Timeliness) of Accounting Products, Services & Processes

Target: Correct 90% or above of all outstanding audits

Green = 90% or above
 Yellow = ≥ 80% to < 90%
 Red = Less than 80 %



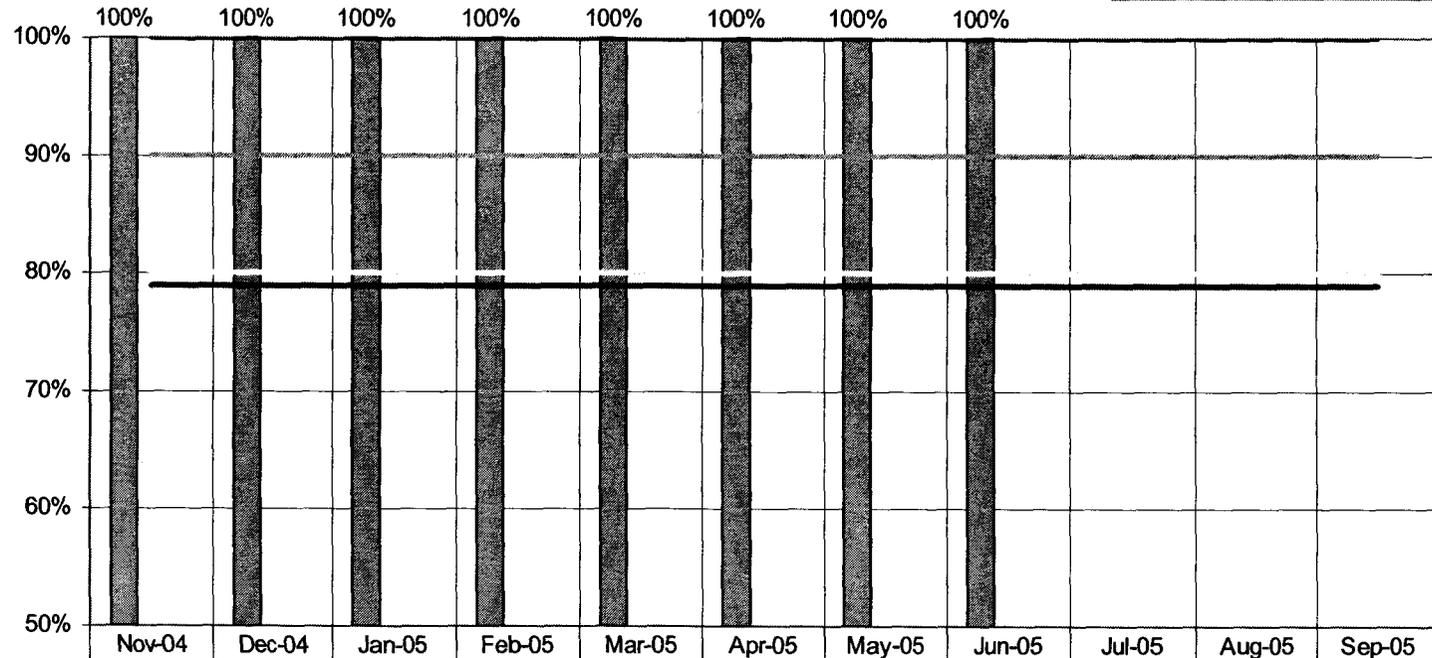
■ Percentage	50.0%	75.0%	83.3%	61.5%	61.5%	64.3%	68.8%	80.8%			
# of FYTD audit recommendations completed	2	3	5	8	8	9	11	21			
# of FYTD audit recommendations scheduled	4	4	6	13	13	14	16	26			
■ Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
■ Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
■ Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

BSC #531: FMFIA Material Weaknesses Corrected
Perspective: Internal



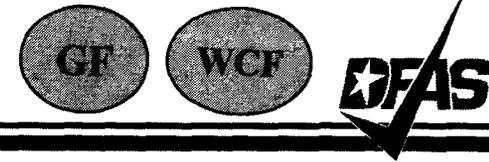
Objective: Improve Quality of Accounting Products, Services & Processes
Target: Achieve 90% of scheduled milestones

Green = 90% or above
 Yellow = ≥ 80% to < 90%
 Red = Less than 80 %



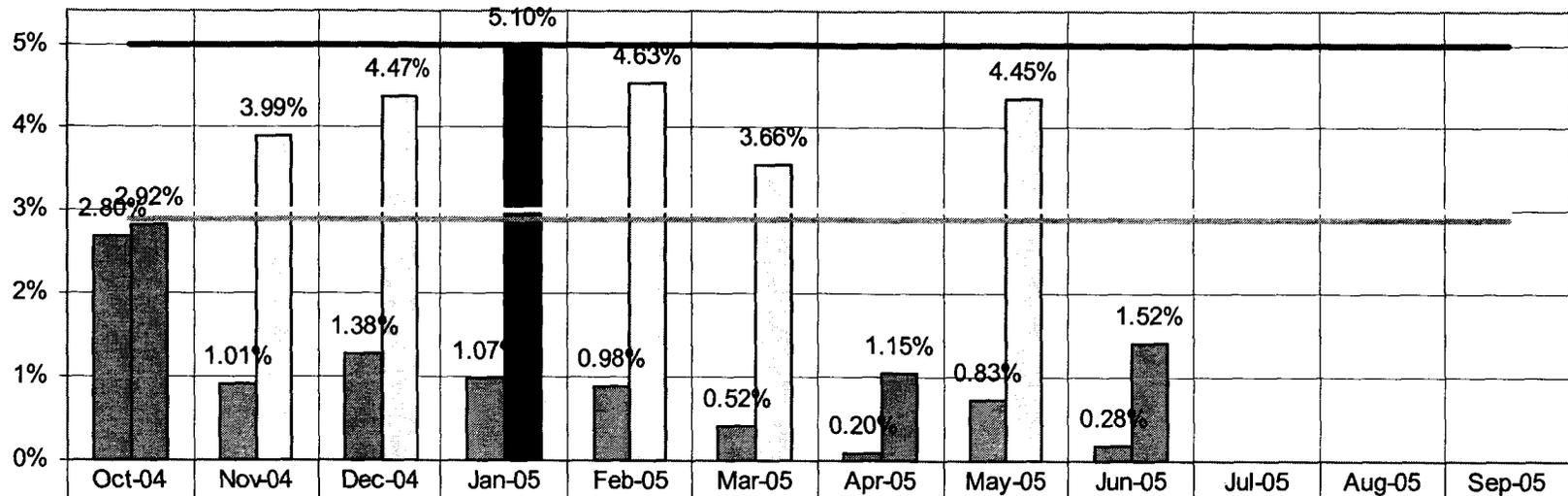
	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
# of FYTD milestones completed	0	0	0	0	1	1	1	1			
# of FYTD milestones scheduled	0	0	0	0	1	1	1	1			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

BSC #543: Fund Balance With Treasury (FBWT) Deficiency Rate
Perspective: Internal



Objective: Improve the auditability of FBWT
Target: Total deficiencies are 3% or less of the current FY month end FBWT amount (abs)

Green =<= 3%
 Yellow => 3% but <= 5%
 Red = > 5%



GF Percentage	2.80%	1.01%	1.38%	1.07%	0.98%	0.52%	0.20%	0.83%	0.28%			
WCF Percentage	2.92%	3.99%	4.47%	5.10%	4.63%	3.66%	1.15%	4.45%	1.52%			
Green	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Yellow	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Red	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%

BSC #630: Innovative Business Practices - Accounting
Perspective: Internal

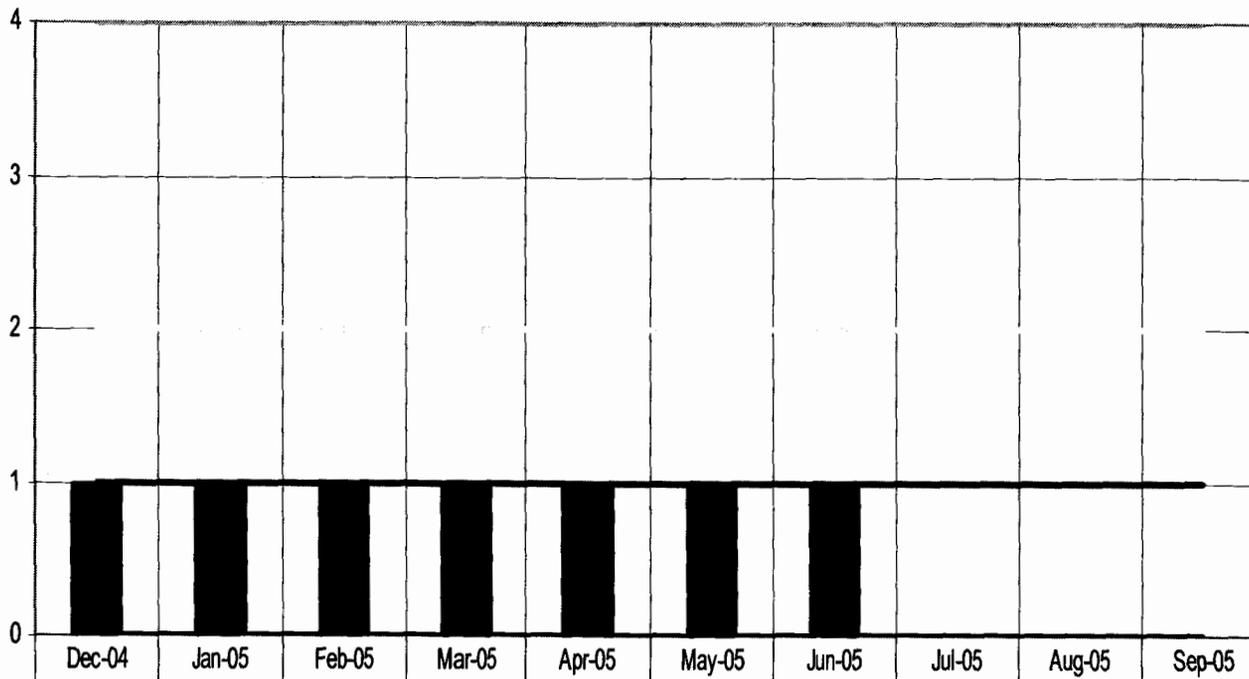


Objective: Encourage innovation within DFAS

Target: ABL- 24 IBPs approved by the end of FY05. Army - 4 approved by the end of FY05

Green = ≥ 4 Approved
 Yellow = < 4 but ≥ 2
 Red = Less than 2

- IBP Submitted**
1. DNO: DCAS/MOCAS Automated Posting Program (Frontend) - Submitted 1/19
 2. SL: DSL-CARD (Consolidated Acctg & Reconciliation Database)- Submitted 1/19
 3. SL: MOCAS & Acctg Comparison (MAC) Database - Submitted 1/20
 4. DNO: Automated Notification of Missing RR- Submitted 1/20



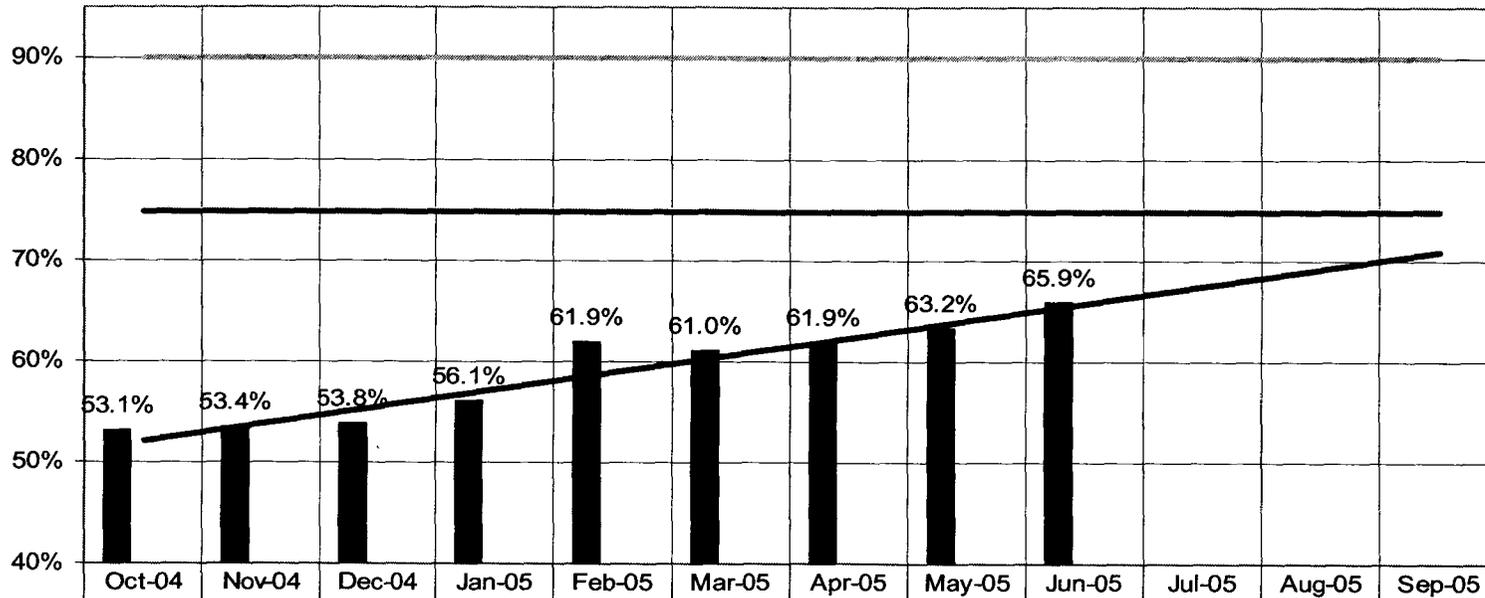
	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Approved	0	0	0	0	0	0	0			
Green	4	4	4	4	4	4	4	4	4	4
Yellow	2	2	2	2	2	2	2	2	2	2
Red	1	1	1	1	1	1	1	1	1	1

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = $\geq 75\%$ to $< 90\%$ of target goal
 Red = Less than 75% of target goal



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	53.1%	53.4%	53.8%	56.1%	61.9%	61.0%	61.9%	63.2%	65.9%			
FY05 Target	228	223	223	223	223	223	223	223	223			
# with Cert/License	121	119	120	125	138	136	138	141	147			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 11% of the September 2004 end strength shown on the Flash Report.

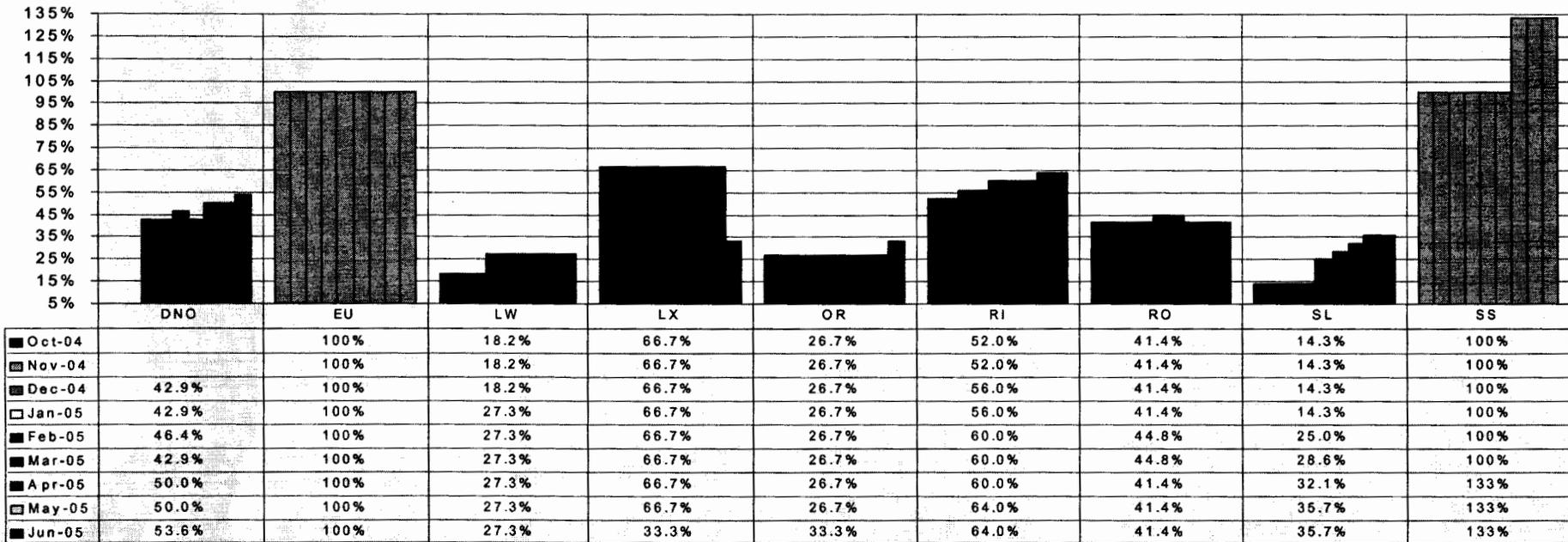
The count of 121 for Sept included 8 employees in Disbursing.

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
DNO	253	28
EU	23	3
LW	101	11
LX	31	3
OR	132	15
RI	231	25
RO	263	29
SL	259	28
SS	29	3



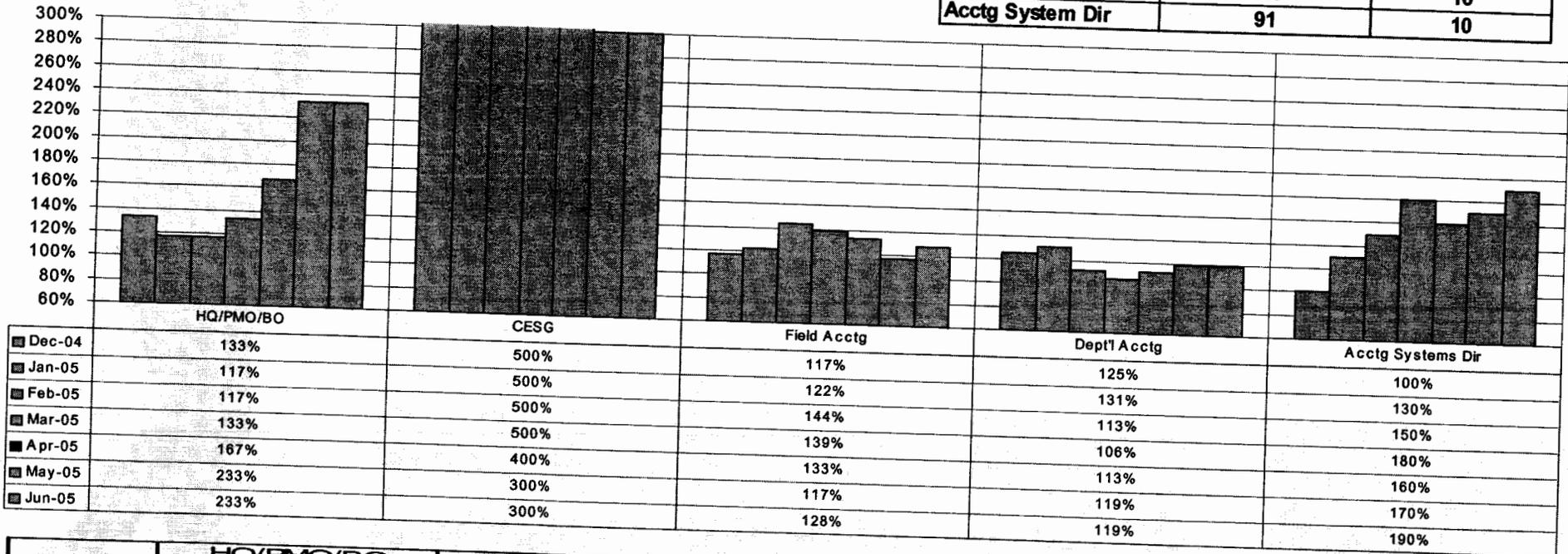
	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	3	2	2	4	13	12	4	3
Nov-04	N/R	3	2	2	4	13	12	4	3
Dec-04	12	3	2	2	4	14	12	4	3
Jan-05	12	3	3	2	4	14	12	4	3
Feb-05	13	3	3	2	4	15	13	7	3
Mar-05	12	3	3	2	4	15	13	8	3
Apr-05	14	3	3	2	4	15	12	9	4
May-05	14	3	3	2	4	16	12	10	4
Jun-05	15	3	3	1	5	16	12	10	4

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
HQ/BO/PMO	59	6
CESG	12	1
Field Acctg	162	18
Dept'l Acctg	149	16
Acctg System Dir	91	10



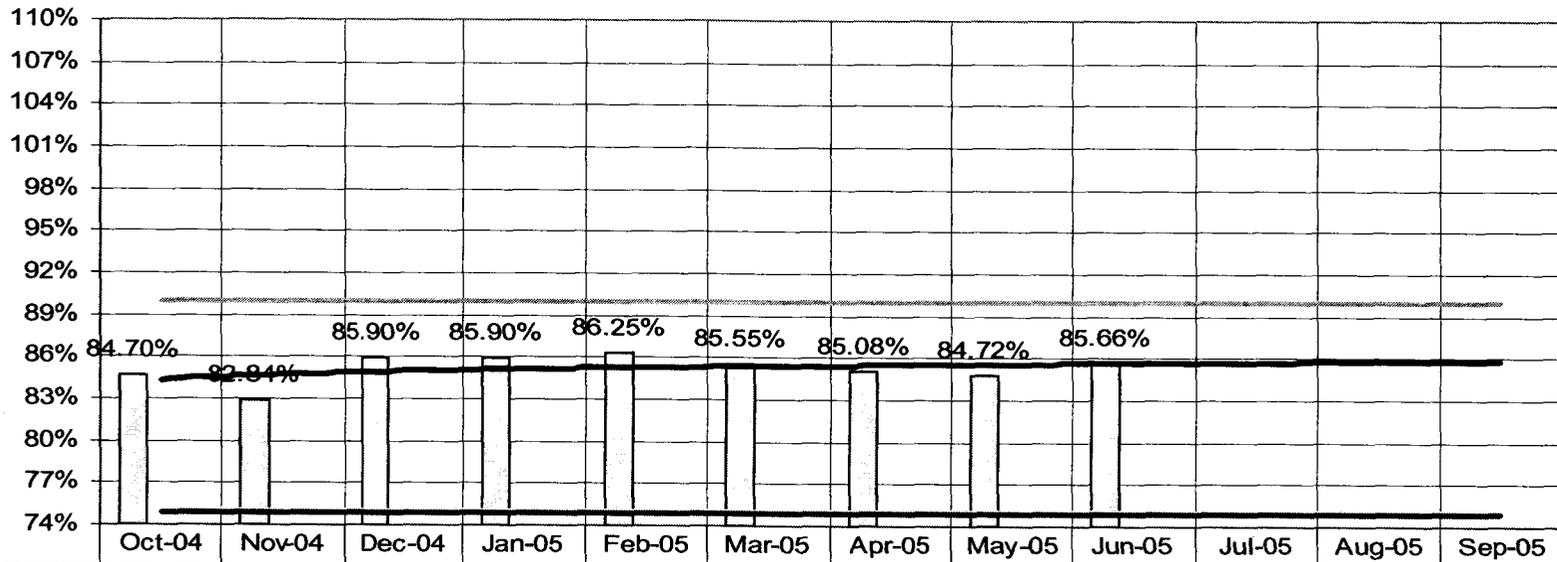
	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	8	5	21	20	10
Jan-05	7	5	22	21	13
Feb-05	7	5	26	18	15
Mar-05	8	4	25	17	18
Apr-05	10	3	21	18	16
May-05	14	3	23	19	17
Jun-05	14	3		19	19

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75 % of target goal



Percentage	84.70%	82.84%	85.90%	85.90%	86.25%	85.55%	85.08%	84.72%	85.66%			
FY 05 Target	869	851	851	851	851	851	851	851	851			
# Employees w/Degrees	736	705	731	731	734	728	724	721	729			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 42% of the September 2004 end strength shown on the Flash Report.

The count of 736 for Sept included 31 employees in Disbursing.

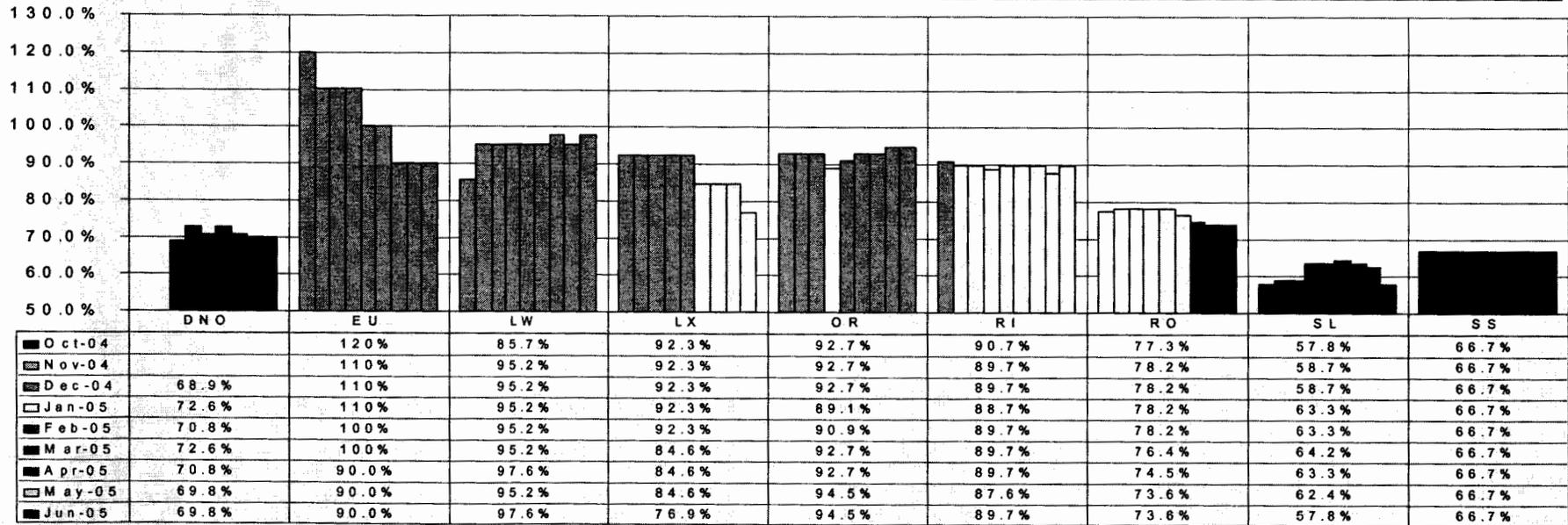
BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce

Target: Achieve 90% or above target goal

	Sep 04 End Strength	Target/Goal (42%)
DNO	253	106
EU	23	10
LW	101	42
LX	31	13
OR	132	55
RI	231	97
RO	263	110
SL	259	109
SS	29	12



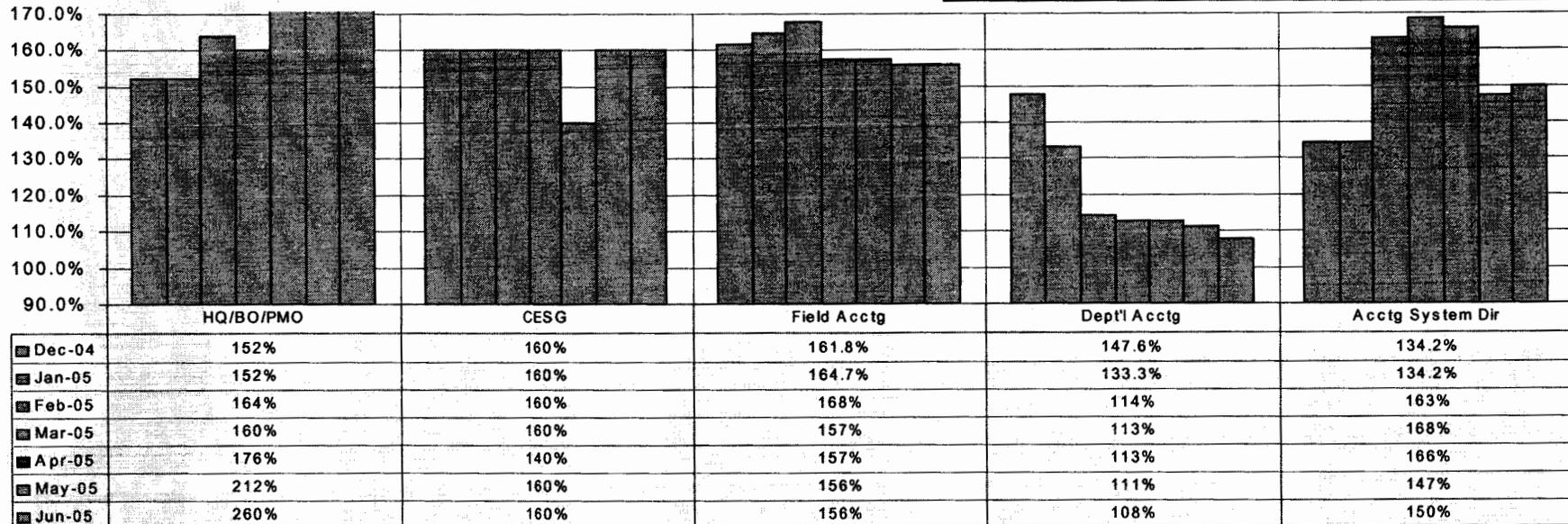
	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	12	36	12	51	88	85	63	8
Nov-04	N/R	11	40	12	51	87	86	64	8
Dec-04	73	11	40	12	51	87	86	64	8
Jan-05	77	11	40	12	49	86	86	69	8
Feb-05	76	10	40	12	50	87	86	69	8
Mar-05	77	10	40	11	51	87	84	70	8
Apr-05	75		41	11	51	87	82	69	8
May-05	74	9	40	11	52	85	81	68	8
Jun-05	74	9	41	10	52	87	81	63	8

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

BSC #548		
	Sep 04 End Strength	Target/Goal (42%)
HQ/BO/PMO	59	25
CESG	12	5
Field Acctg	162	68
Dept'l Acctg	149	63
Acctg System Dir	91	38

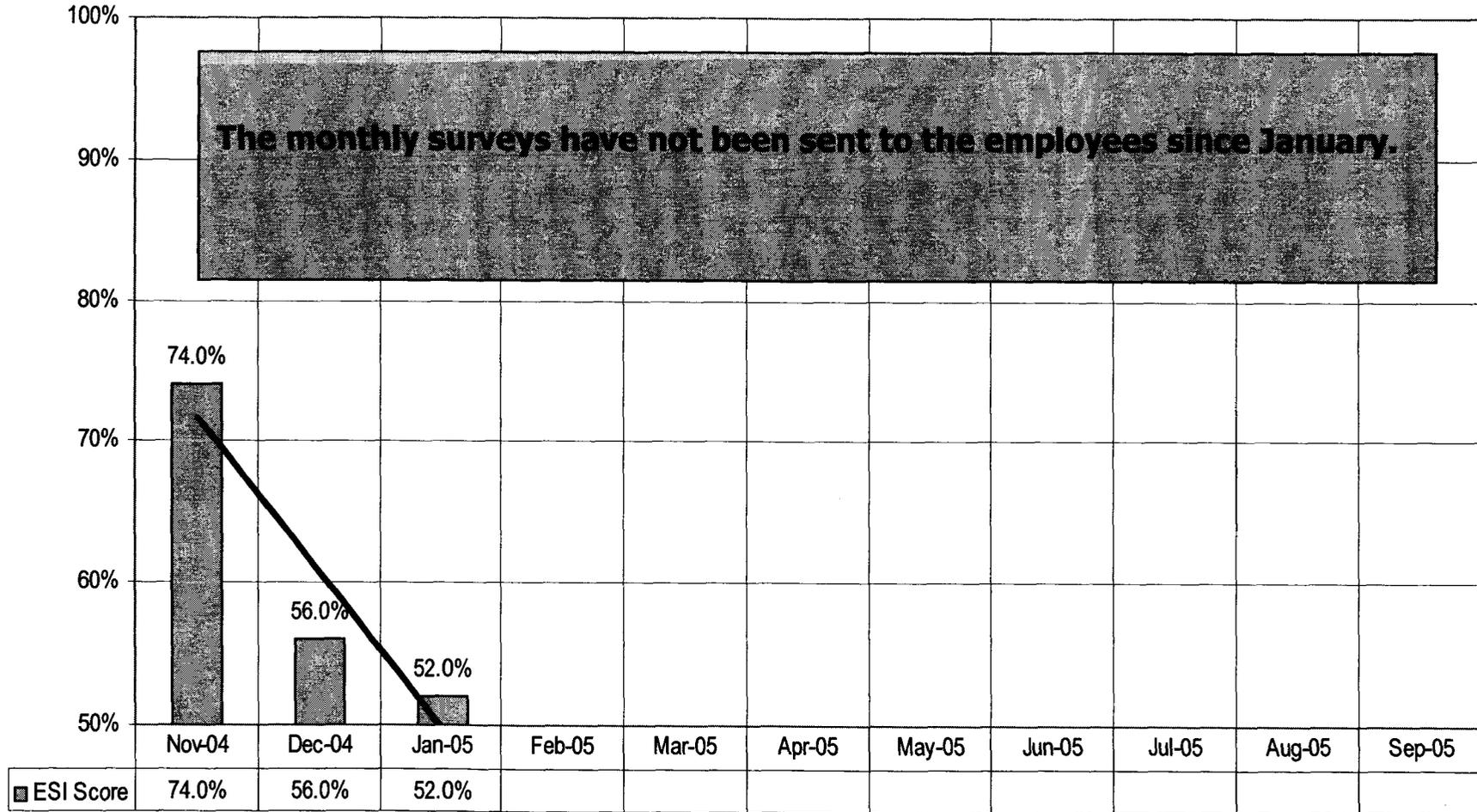


	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	38	8	110	93	51
Jan-05	38	8	112	84	51
Feb-05	41	8	114	72	62
Mar-05	40	8	107	71	64
Apr-05	44	7	107	71	63
May-05	53	8	106	70	56
Jun-05	65	8	106	68	57

BSC #614: Monthly Employee Satisfaction
Perspective: Growth and Learning



Objective: Employee satisfaction should not fluctuate more than 5% from month to month.
Target: This measure does not receive a rating. It is used as an internal monitoring tool.

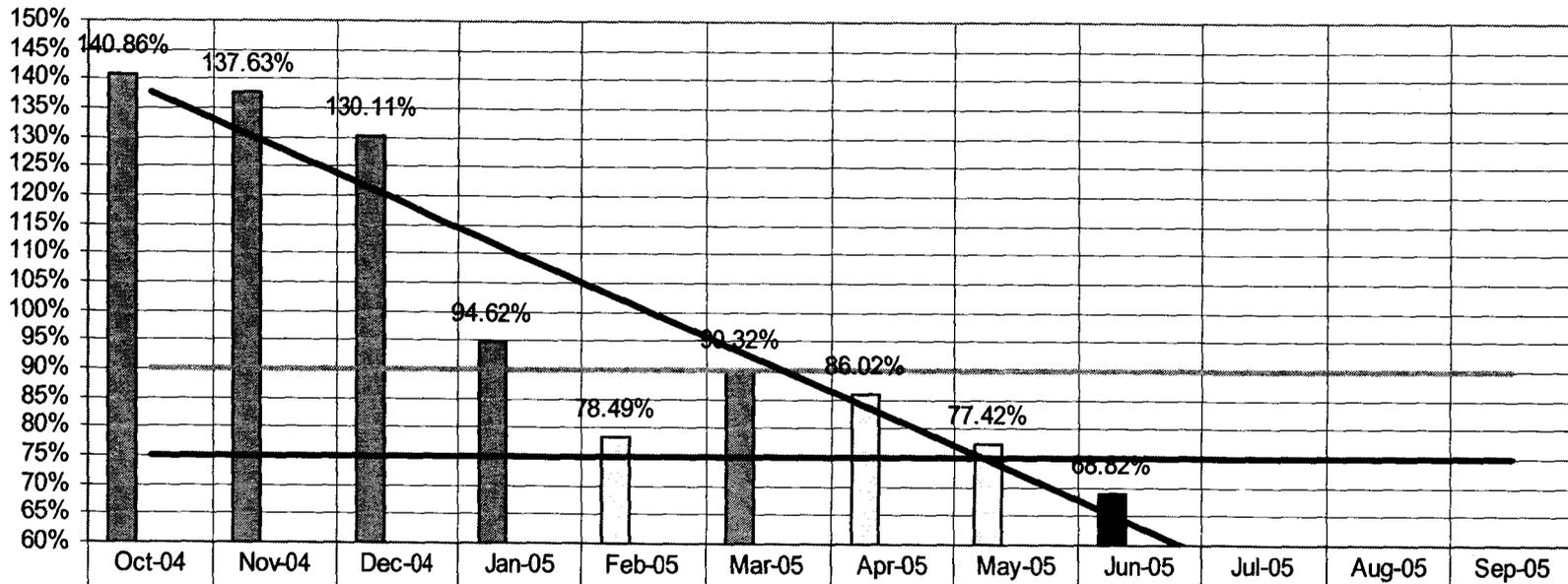


BSC #625: Employees in Developmental Assignments - Accounting Services
Perspective: Growth and Learning



Objective: Enhance breadth of employee competence
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75 % of target goal



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	140.86%	137.63%	130.11%	94.62%	78.49%	90.32%	86.02%	77.42%	68.82%			
Target/Base	93	93	93	93	93	93	93	93	93			
Total # in DA	131	128	121	88	73	84	80	72	64			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 4.5% of the September 2004 end strength shown on the Flash Report.

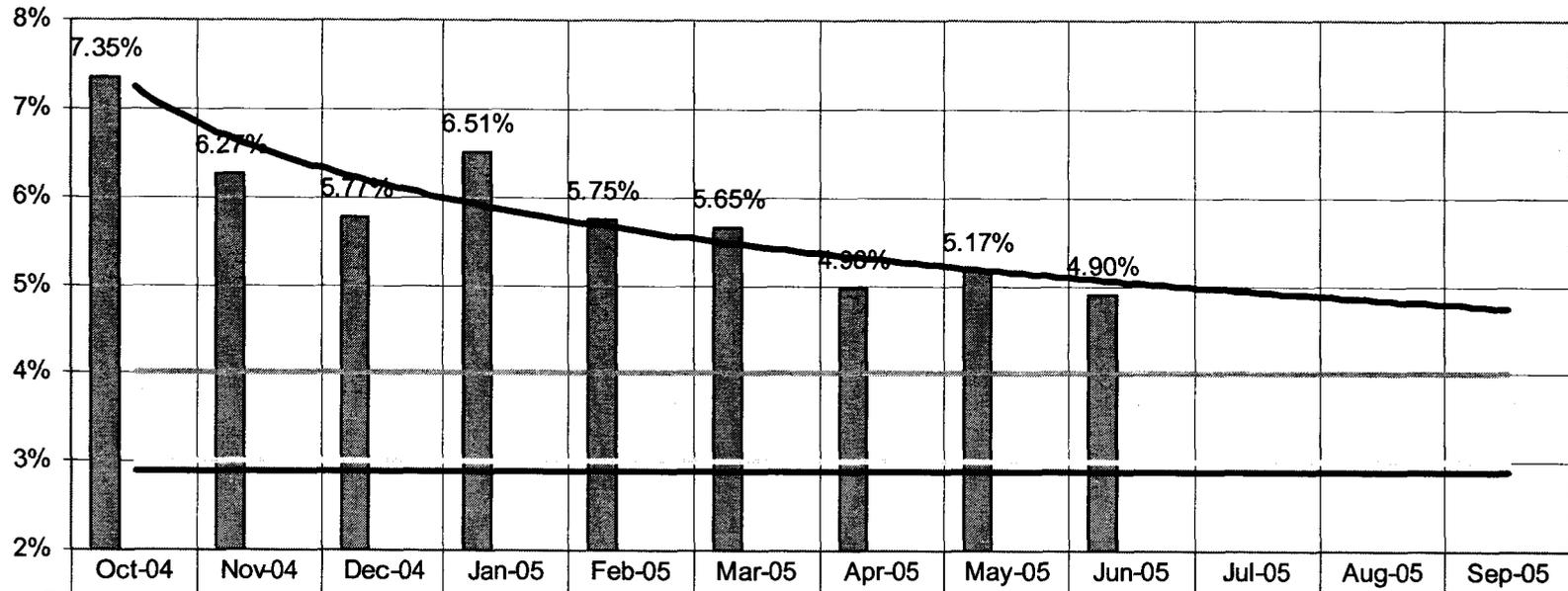
Unique #1: Utilization of Overtime Usage

Target: Use up to 4% Overtime in Lieu of Requesting Additional Workyears



-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$



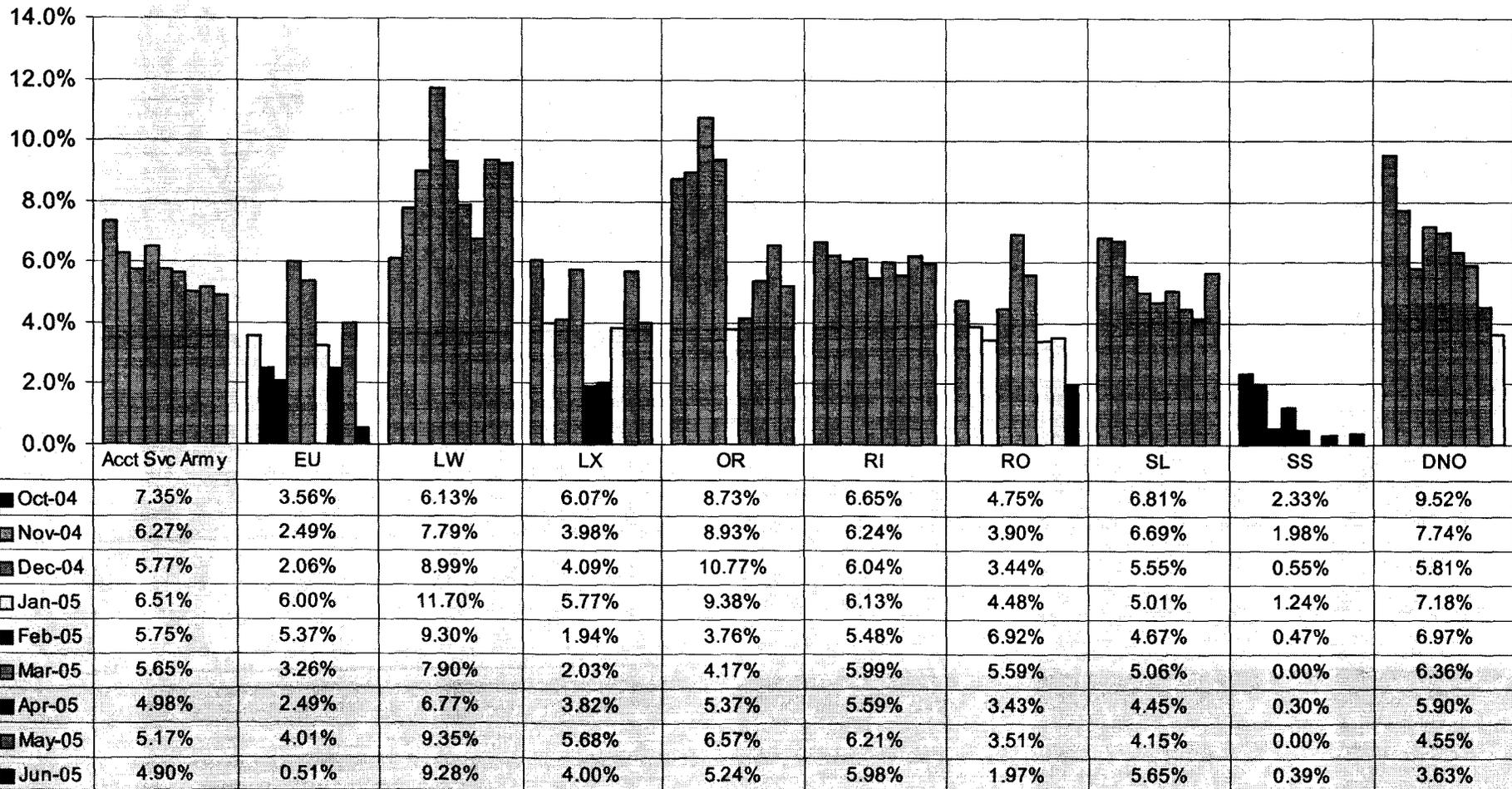
	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	7.35%	6.27%	5.77%	6.51%	5.75%	5.65%	4.98%	5.17%	4.90%			
Prod Hrs	219,646	195,377	207,438	222,504	261,165	222,804	346,695	221,135	214,718			
O/T Hrs	16,143	12,250	11,968	14,475	15,017	12,585	17,253	11,427	10,530			
Green	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Yellow	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Red	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%



Unique #1: Utilization of Overtime Usage

-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$

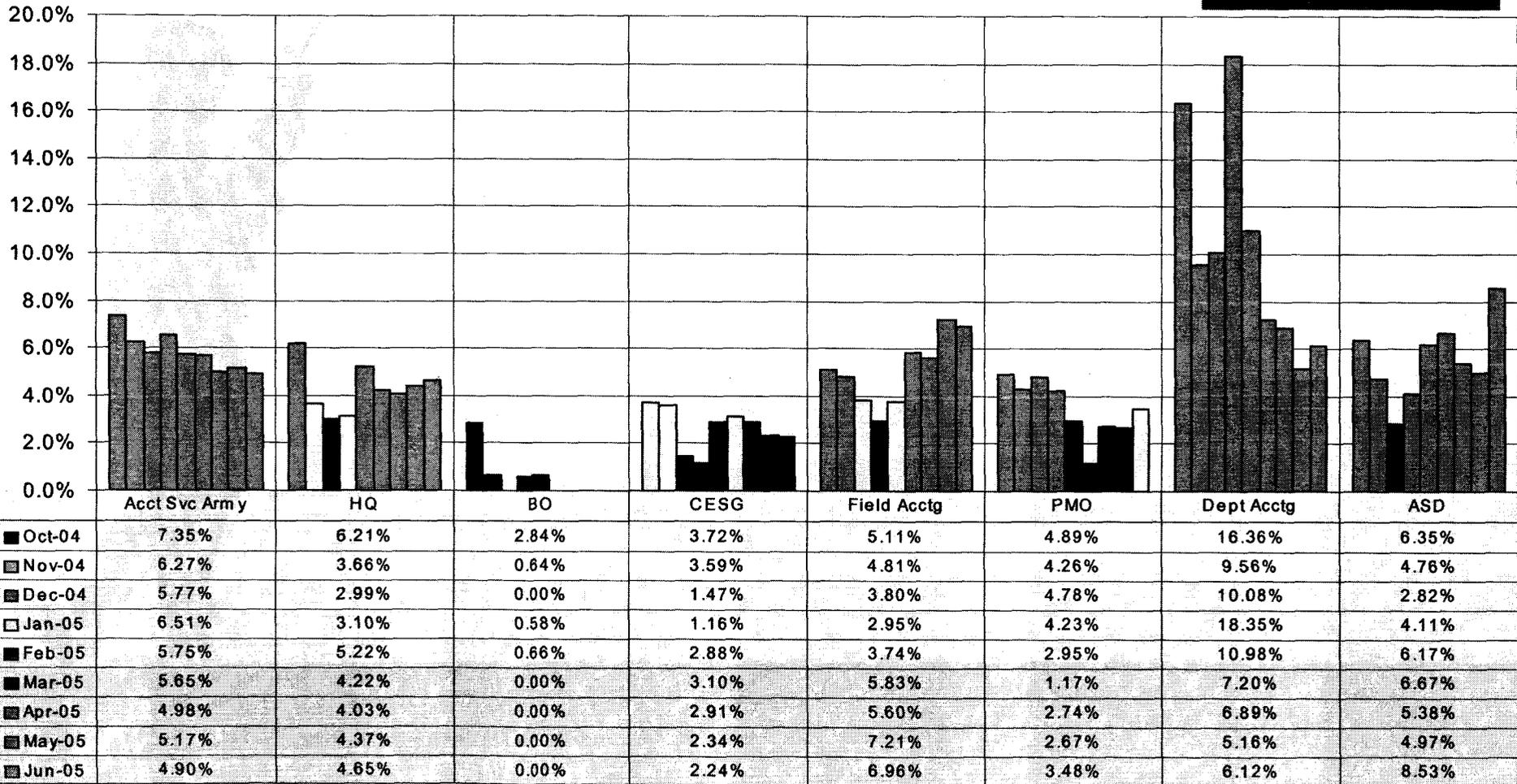




Unique #1: Utilization of Overtime Usage

-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$

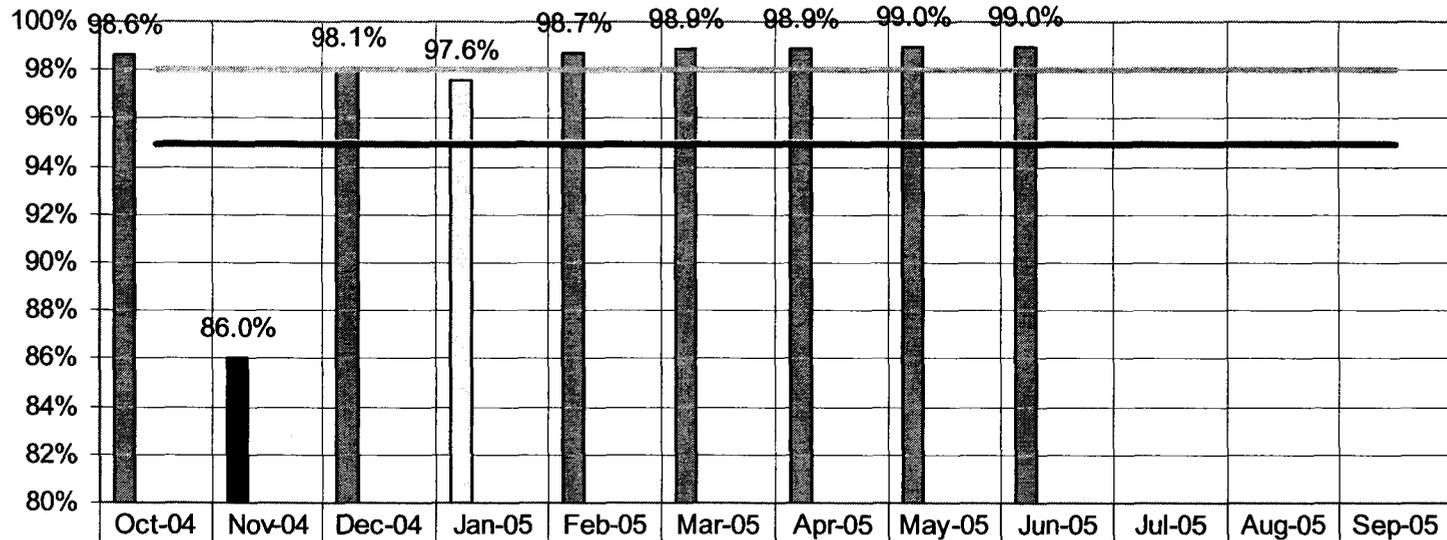




Unique #2: Accuracy of Field Site Report Submissions

Target: FY2004-Receive Budget Execution, General Ledger, and Expenditure Report Feeds from the Field Sites >98% Accurate

Green = 98% or above
 Yellow = 97.9% - 95%
 Red = 94.9% & below



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Combined Accuracy Rate	98.6%	86.0%	98.1%	97.6%	98.7%	98.9%	98.9%	99.0%	99.0%			
Status Accuracy Rate	98.5%	82.8%	97.7%	97.2%	98.5%	98.8%	98.7%	98.9%	98.9%			
GL Accuracy Rate	99.0%	99.2%	99.2%	99.4%	99.2%	99.2%	99.0%	98.8%	99.0%			
Exp Accuracy Rate	99.6%	99.5%	99.6%	99.6%	99.6%	99.7%	99.7%	99.8%	99.7%			
Green	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Yellow	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Red	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%

Data is reported one month in arrears. For example, Dec 04 represents November EOM data.

Unique #2: Accuracy of Field Site Report Submissions

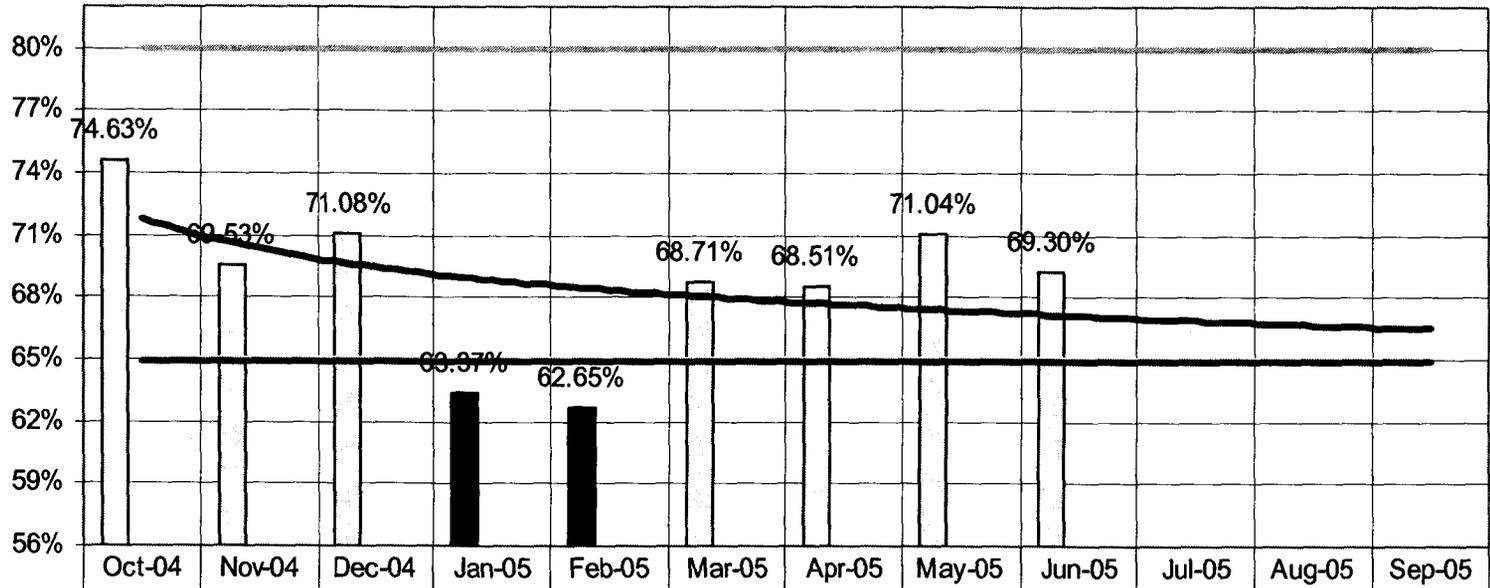


Accounting Services, Army	Status Errors	Status Trans	Accur %	GL Errors	GL Trans	Accur %	Exp Errors	Exp Trans	Accur %	All Errors	All Trans	Accur %	Status
DCD Accounting	0	0	100.0%	0	0	100.0%	3	2,737	99.9%	3	2,737	99.9%	Green
DFAS Europe	180	45,367	99.6%	4	1,142	99.6%	9	9,978	99.9%	193	56,487	99.7%	Green
DFAS-Pacific	33	28,656	99.9%	5	554	99.1%	2	685	99.7%	40	29,895	99.9%	Green
DFAS-Lawton	503	69,658	99.3%	0	878	100.0%	2	1,776	99.9%	505	72,312	99.3%	Green
DFAS-Lexington	108	14,571	99.3%	5	142	96.5%	0	1	100.0%	113	14,714	99.2%	Green
DFAS-Orlando	284	67,451	99.6%	14	797	98.2%	6	1,988	99.7%	304	70,236	99.6%	Green
DFAS-Rome	1,315	174,636	99.2%	10	1,634	99.4%	19	18,723	99.9%	1,344	194,993	99.3%	Green
DFAS-Seaside	222	15,491	98.6%	1	215	99.5%	14	554	97.5%	237	16,260	98.5%	Green
Directorate for Network Operations	1,067	122,522	99.1%	10	1,766	99.4%	16	5,665	99.7%	1,093	129,953	99.2%	Green
Directorate for Network Operations - SC	104	2,139	95.1%	0	0	100.0%	0	0	100.0%	104	2,139	95.1%	Yellow
Japan	12	8,034	99.9%	0	0	100.0%	1	825	99.9%	13	8,859	99.9%	Green
Korea	158	35,995	99.6%	0	0	100.0%	4	2,378	99.8%	162	38,373	99.6%	Green
Military Pay Accounting	974	7,007	86.1%	0	0	100.0%	24	1,965	98.8%	998	8,972	88.9%	Green
National Guard Bureau	4,753	224,767	97.9%	0	0	100.0%	0	0	100.0%	4,753	224,767	97.9%	Yellow
Corps of Engineers	448	97,561	99.5%	16	1,665	99.0%	5	5,177	99.9%	469	104,403	99.6%	Green
DFAS-Omaha	538	1,743	69.1%	40	151	73.5%	0	0	100.0%	578	1,894	69.5%	Green
DFAS-Rock Island	1,494	164,481	99.1%	20	1,849	98.9%	10	69,184	100.0%	1,524	235,514	99.4%	Green
DFAS-San Antonio	1,002	112,200	99.1%	0	978	100.0%	24	3,474	99.3%	1,026	116,652	99.1%	Green
DFAS-St. Louis	2,151	159,973	98.7%	15	2,301	99.3%	77	77,825	99.9%	2,243	240,099	99.1%	Green
NSA	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	Green
Transportation & Settlements	0	0	100.0%	13	1,025	98.7%	0	0	100.0%	13	1,025	98.7%	Green
DFAS-Cleveland	0	0	100.0%	0	0	100.0%	101	1,691	94.0%	101	1,691	94.0%	Green
DFAS-Pensacola	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	Green
Finance & Accounting Offices	0	0	100.0%	6	547	98.9%	0	0	100.0%	6	547	98.9%	Green
GSA	0	0	100.0%	0	0	100.0%	43	10,679	99.6%	43	10,679	99.6%	Green
Defense Threat Reduction Agency	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	Green
State Department	0	0	100.0%	0	0	100.0%	218	932	76.6%	218	932	76.6%	Green
Tech Research Institute	0	0	100.0%	0	0	100.0%	1	37	97.3%	1	37	97.3%	Yellow
Treasury	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	Green
TOTAL ACCOUNTING SERVICES, ARMY	15,346	1,352,252	98.9%	159	15,644	99.0%	579	216,274	99.7%	16,084	1,584,170	99.0%	Green

Unique #3 : Customer Index
Target: Achieve 80%



Green = $\geq 80\%$
 Yellow = $\geq 65\%$ and $< 80\%$
 Red = $< 65\%$



Percentage	74.63%	69.53%	71.08%	63.37%	62.65%	68.71%	68.51%	71.04%	69.30%			
Total Possible Points	3410	3430	3440	3440	3440	3180	3160	3160	3160			
Actual Score	2545	2385	2445	2180	2155	2185	2165	2245	2190			
Green	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Yellow	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Red	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%

Unique #3 : Customer Index



FY 2005 Monthly Customer Index
July 2005 Report from June 2005 Data

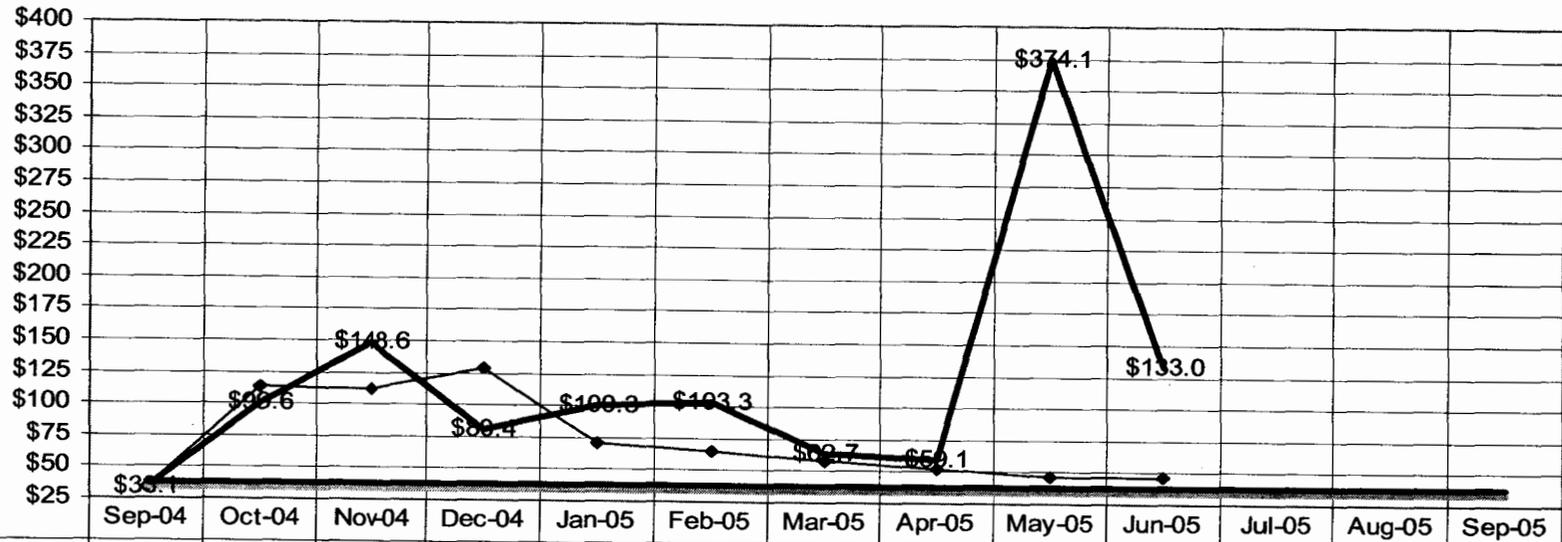
CI #	Measure	Weight	DN	EU	LW	LX	OR	RO	SS	JP	PC	SA	RI	SL	Total
1	Delmar Timeliness	1				N/A									
2	Prior Year Funding	2	N/R												
3	Current Year Funding	2	N/A	N/R											
4	Status CER Variances (reporting one month)	3													
5a	Delinquent Receivables (Non-Public)	3				15									210
5b	Delinquent Receivables (Public)	3					15								255
6a	ULO - Closing Year Appropriations	3	Reported but not Rated												
6b	Other - Closing Year Appropriations	3	Reported but not Rated												
7	ULO - Expired Year Appropriations	2	Reported but not Rated												
8	TDY Advances	2	Reported but not Rated												
9	Status Reports	1				N/A									
10	Credit Accounts Receivables	2													180
11	Credit Unfilled Orders	2											10		230
12	Refunds Receivable - Travel Related	1				N/A		N/A			N/A				
13	Refunds Receivable - Vendor Pay Related	1									5				
14	SSF Credit Tracking	1											N/A	N/A	80
15	Credit Accounts Payable	2													160
16	Credit Undelivered Orders	2													200
17	Prob Disab > 120 days	3													240
18	Refunds Receivable - Other Debt	1													90
19	Refunds Receivable - Intra Govt Debt	1						5						N/A	95
	Number of Items rated	21	15	15	15	14	16	15	14	15	14	15	14	13	15
	Actual Score		220	190	180	155	235	185	140	270	135	230	130	180	2190
	Total Possible Score		270	270	270	240	270	270	260	270	260	270	260	260	3180
	Percentage Achieved			70.37%				68.52%							69.30%

Unique #4: PMI #178 - Reduction of NULOs



Target: Reduce NULOS 10% from the September 2003 goal

Green = at or below goal
 Yellow = 1% - 15% above goal
 Red = 15% above goal



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
FY 2005 Goal	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1
Green	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1
Yellow	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4
Red	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0
Current Month Bal	\$33.1	\$99.6	\$148.6	\$80.4	\$100.3	\$103.3	\$62.7	\$59.1	\$374.1	\$133.0			
Monthly Plan	\$33.1	\$113.0	\$112.0	\$128.0	\$71.0	\$65.0	\$58.0	\$51.4	\$46.4	\$46.4			

Note: Numbers are in millions.

Each activity has a monthly plan in order to meet the FY 2005 goal. The rating of green/yellow/red (Met and Not Met) is based on the current month balance compared to the monthly plan.

Unique #4: PMI #178 - Reduction of NULOs



DATE	Rept Month	IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
Sep-04	Sep-04	Met/33.1	N/A	Met/2	Met/1	Met/30	Met/5	Met/50		Met/27	Met/25	Met/3
Oct-04	Oct-04	Met/33.5	N/A				Met/5	Met/4				
Nov-04	Nov-04		N/A									
Dec-04	Dec-04		N/A									
Jan-05	Jan-05		N/A									
Feb-05	Feb-05		N/A									
Mar-05	Mar-05		N/A									
Apr-05	Apr-05		N/A									
May-05	May-05		N/A				Met/01					
Jun-05	Jun-05		N/A				Met/02					

DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04	N/A									
Oct-04	Oct-04	N/A									N/A
Nov-04	Nov-04	N/A									N/A
Dec-04	Dec-04	N/A									N/A
Jan-05	Jan-05	N/A									N/A
Feb-05	Feb-05	N/A									N/A
Mar-05	Mar-05	N/A									N/A
Apr-05	Apr-05	N/A									N/A
May-05	May-05	N/A									N/A
Jun-05	Jun-05	N/A									N/A

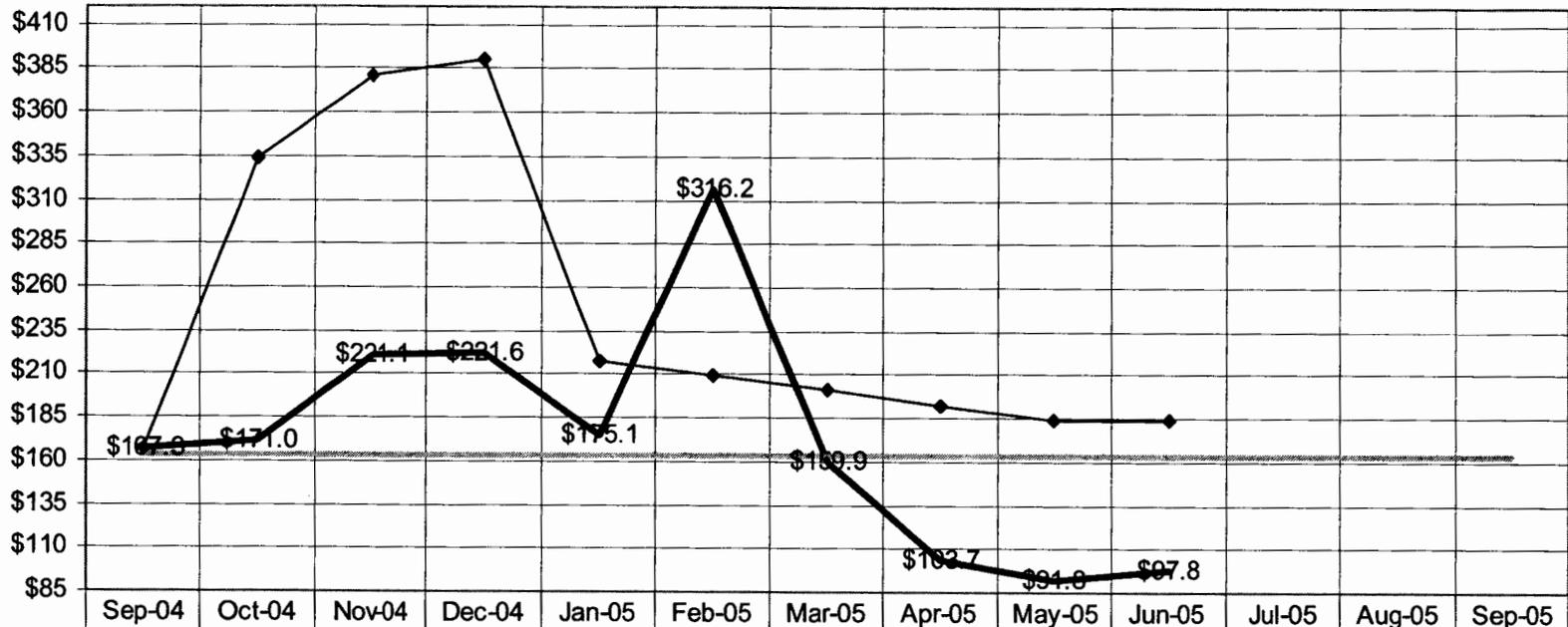
Note: Numbers are in millions. N/Met stands for Not Met.

12/22/2005



Unique #5: PMI #179 - Maintain Unmatched Disbursements (UMDs) Balance

Target: Maintain or reduce UMDs by September 2005, using the FY 2004 year-end balance as the baseline. This is measured in absolute dollars.



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
FY 2005 Goal	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7
Green	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7
Red	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8
— Current Month Bal	\$167.3	\$171.0	\$221.1	\$221.6	\$175.1	\$316.2	\$159.9	\$103.7	\$91.8	\$97.8			
◆ Monthly Plan	\$167.3	\$333.1	\$380.6	\$390.1	\$217.5	\$209.1	\$200.8	\$192.4	\$184.0	\$184.0			

Note: Numbers are in millions.

Each activity has a monthly plan in order to meet the FY 2005 goal. The rating of green/red (Met and Not Met) is based on the current month balance compared to the monthly plan.



Unique #5: PMI #179 - Reduction of UMDs

Rept		IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
DATE	Month											
Sep-04	Sep-04	Met\$167.3	Met\$5	Met\$5.3	Met\$2	Met\$30	Met\$5.03	Met\$5.003	Met\$3	Met\$81	Met\$114	Met\$51
Oct-04	Oct-04	Met\$171	Met\$5	Met\$4			Met\$5.06	Met\$5.0	Met\$3	Met\$26	Met\$95	Met\$5.2
Nov-04	Nov-04	Met\$221	Met\$5	Met\$6			Met\$5.03	Met\$5	Met\$25	Met\$23	Met\$124	Met\$5.05
Dec-04	Dec-04	Met\$221	Met\$2	Met\$11			Met\$5.02	Met\$5.0	Met\$10	Met\$87	Met\$158	Met\$5.2
Jan-05	Jan-05	Met\$175					Met\$5.11			Met\$5	Met\$104	
Feb-05	Feb-05						Met\$5.05			Met\$5	Met\$5	
Mar-05	Mar-05	Met\$122										
Apr-05	Apr-05	Met\$122										
May-05	May-05	Met\$122										
Jun-05	Jun-05	Met\$97.3	Met\$21				Met\$5.01			Met\$5	Met\$44	

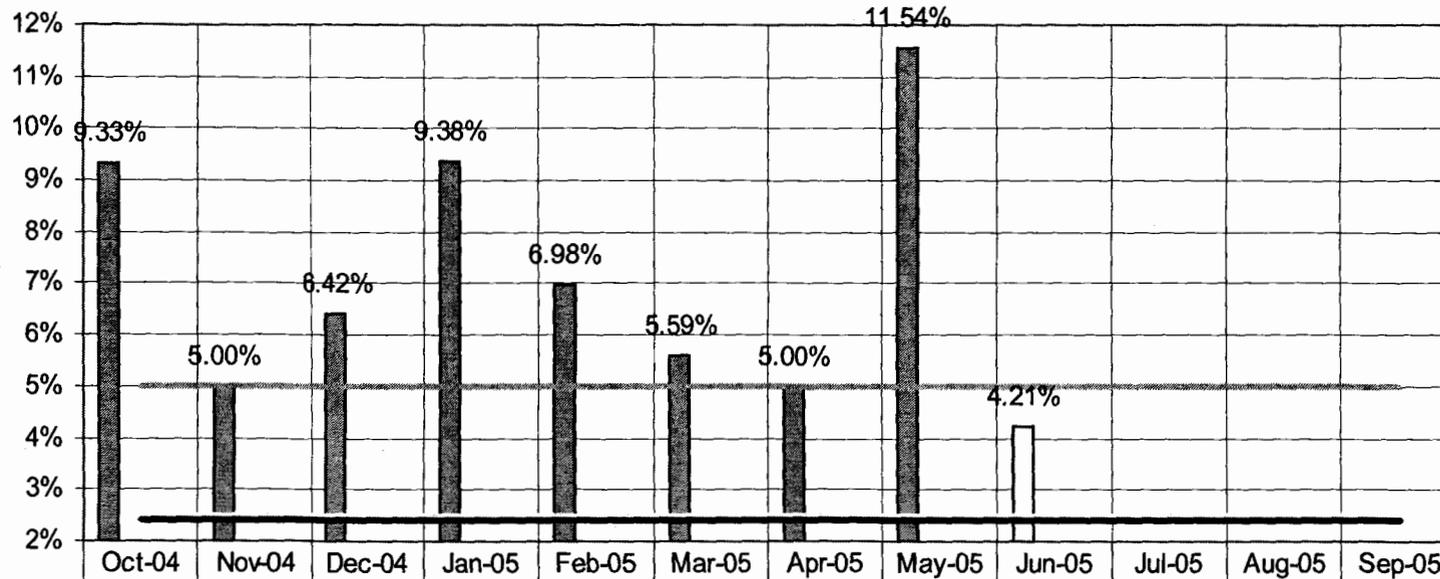
DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04			Met\$0	Met\$51	Met\$5.05	Met\$31	Met\$205	Met\$21		
Oct-04	Oct-04	Met\$55		Met\$0	Met\$51	Met\$5.3	Met\$25	Met\$23	Met\$22		
Nov-04	Nov-04	Met\$66		Met\$0	Met\$50	Met\$5.0	Met\$23	Met\$24	Met\$21		
Dec-04	Dec-04	Met\$63	Met\$2	Met\$0	Met\$50	Met\$5.01	Met\$22		Met\$22		
Jan-05	Jan-05			Met\$0	Met\$505	Met\$5.004	Met\$22			Met\$27	Met\$25
Feb-05	Feb-05			Met\$0	Met\$500	Met\$5.02	Met\$22			Met\$25	Met\$5.004
Mar-05	Mar-05			Met\$0	Met\$5.28	Met\$5.0003			Met\$0	Met\$21	Met\$5.05
Apr-05	Apr-05			Met\$0	Met\$50	Met\$5.06			Met\$20	Met\$21	Met\$50
May-05	May-05			Met\$0	Met\$5.5		Met\$2.05			Met\$2	Met\$50
Jun-05	Jun-05			Met\$0	Met\$50	Met\$5.005	Met\$2.02			Met\$55	Met\$50

Note: Numbers are in millions. N/Met stands for Not Met.

Unique 6: Non Monetary Recognition Program
Target: 5% of end strength per month



Green = $\geq 5\%$
 Yellow = $>2.5\%$ and $< 5\%$
 Red = $< 2.5\%$



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	9.33%	5.00%	6.42%	9.38%	6.98%	5.59%	5.00%	11.54%	4.21%			
Indpls Ctr End Strength	697	689	685	682	673	662	645	641	641			
Target	35	34	34	34	34	33	32	32	32			
# of Recognitions	65	34	44	64	47	37	32	74	27			
Green	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Yellow	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Red	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%

Unique 6: Non Monetary Recognition Program



Green = ≥ 5%
 Yellow = >2.5% and < 5%
 Red = < 2.5%

Month	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	FY 05 YTD Average
Acctg Svs, Army	65	34	44	64	47	37	32	74	27	47
%	9.33%	4.93%	6.42%	9.38%	6.68%	5.30%	5.00%	11.54%	4.21%	7.05%
ASD	9	17	0	0	0	0	0	43	3	8
%	13.85%	23.24%	0.00%	0.00%	0.00%	0.00%	0.00%	58.11%	3.95%	10.64%
Departmental Acctg	7	0	4	45	19	4	3	8	6	11
%	4.70%	0.00%	2.76%	34.00%	14.15%	3.20%	2.31%	10.67%	4.35%	8.18%
DNO	20	17	5	17	14	22	20	7	18	16
%	29.71%	23.24%	7.27%	12.69%	10.42%	16.78%	15.38%	2.92%	25.00%	23.81%
Field Acctg	28	0	34	1	13	10	5	12	0	11
%	43.08%	0.00%	50.00%	1.54%	19.23%	15.01%	3.03%	7.04%	0.00%	16.28%
CESG	0	0	1	1	1	0	2	3	0	1
%	0.00%	0.00%	10.00%	7.69%	7.69%	0.00%	20.00%	33.33%	0.00%	9.09%
HQS/PMO/BO	1	0	0	0	0	1	2	1	0	1
%	3.57%	0.00%	0.00%	0.00%	0.00%	4.55%	9.52%	2.86%	0.00%	3.57%
Agency Wide FS									0	0
%									0.00%	0.00%
Audit & Compliance									0	0



Accounting Services - Navy			
June FY05			
BSC Metrics based on Site - Goal - Actual			
ABL #1 Suspense Overaged (3000 non-Exempt over 60 Days Old) GREEN			
Absolute (in millions)			
Certification - June FY05			
	Site:	Goal	Actual
	DFAS Cleveland		
	Network Summary		
	Charleston		\$5.08
	Cleveland		18.93
	Japan		0.00
	Norfolk		5.96
	Oakland		0.00
	Pacific		0.00
	Pensacola		1.20
	San Diego		6.58
	Navy/Other		233.55
NABL Grand			
Total		\$376.0	\$271.30
	Goal: 10% Reduction FY04 YE Balance (adjusted for write-off packages)		
BSC Metrics based on Site - Goal - Actual			
ABL #1 Overaged In-Transit Disbursements & Collections RED			
Absolute (in millions)			
Certification - June FY05			
	Site:	Goal	Actual
	DFAS Cleveland		
	Network Summary		
	Charleston		\$55.629
	Cleveland		1.079
	Japan		0.213
	Norfolk		6.539
	Oakland		0
	Pacific		0
	Pensacola		7.527
	San Diego		8.997
	Unassigned		12.489
	Navy/Other		411.523
NABL Grand			
Total		-\$48.0	\$504.0
	Goal: 75% Reduction FY04 YE Balance		

BSC Metrics based on Site - Goal - Actual				RED
ABL #1 Unmatched Disbursements (UMDs) Total				
Certification - June FY05				
	Site:	Goal	Actual	
	DFAS Cleveland Network Summary			
	Charleston		Not	
	Cleveland		Available	
	Japan		by	
	Norfolk		Site	
	Oakland			
	Pacific			
	Pensacola			
	San Diego			
NABL Grand Total		\$2.7 Billion	\$2.8 Billion	
Goal: Maintain FY04 within Timeframe YE Balance				
BSC Metrics based on Site - Goal - Actual				
ABL #1 Timeliness of Accounting Reports to Customers				GREEN
Certification - June FY05				
	Site:	Goal	Actual	
	DFAS Cleveland Network Summary			
	Charleston		Not	
	Cleveland		Applicable	
	Japan			
	Norfolk			
	Oakland			
	Pacific			
	Pensacola			
	San Diego			
NABL Grand Total		95%	100%	
Goal: > or equal to 95% On-time Delivery				
BSC Metrics based on Site - Goal - Actual				
ABL # 2				

Average Salary - June FY05		YELLOW	
	Site:	Goal	Actual
	DFAS Cleveland Network Summary		
			Unburdened Avg Salary w/Locality
	Charleston		\$48,725
	Cleveland		70,561
	Japan		0
	Norfolk		45,164
	Pacific		43,664
	Pensacola		50,038
	San Diego/Oakland		52,208
Avg. Total Salary		\$52,696	\$51,726
Goal: Reduce the average salary per employee by \$500 to \$52,696. The scale for measure is a sliding scale adjusted monthly from the Sept-04 baseline, Avg Salary with Locality of \$53,196.			
BSC Metrics based on Site - Goal - Actual			
ABL # 3			
Certification - June FY05		GREEN	
	Site:	Goal	Actual
	DFAS Cleveland Network Summary		
	Charleston		2
	Cleveland		47
	Japan		7
	Norfolk		1
	Oakland		2
	Pacific		13
	Pensacola		10
	San Diego		5
NABL Grand Total		88	87
Goal: Increase number of certifications by 15 from the September 30, 2004 baseline of 76, which would be an increase of 20%.			

BSC Metric				
ABL # 4				
Customer Satisfaction - ICE Survey		YELLOW		
June FY05	Not available by site			
	Macro Level		Goal	Actual
				7
	Goal: Over 75% of Customer responses are rated 4 (GOOD) or 5 (EXCELLENT).			
 				
BSC Metrics				
ABL#5				
Financial Performance Index		RED		
June FY05				
	Cleveland Network monthly execution by site as of Jun-05			
	Planned goals not available by site at the Navy ABL Level			
	Site		Jun-05	
	CL - Departmental		1,318,626	
	CL - Business Office		3,299,866	
	CL - Field Level Training		0	
	CH - Foreign Military Sales		5,859	
	CH - Field Level		945,898	
	JA - Field Level		50,998	
	NO - Field Level		1,137,291	
	PC - Field Level		853,040	
	PE - Field Level		711,846	
	SD/OK - Field Level		1,759,265	
Total			10,082,689	
 				
BSC Metrics				
ABL # 7				
Audit Deficiencies Corrected		GREEN		
	Not Available by Site		Goal	Actual
			11	9

		Goal: Close Audit recommendations within estimated timeframes.		
BSC Metric				
ABL # 8				
FMFIA Material Weaknesses Corrected		GREEN		
	Not Available by Site	Goal	Actual	
		4	3	
Goal: Correction of Material Weaknesses as scheduled				
BSC Metric				
ABL # 9				
OSD Metrics				
	Not Available by Site at this time	Goal	Actual	
BSC Metrics based on Site - Goal - Actual				
ABL # 10				
Degrees - June FY05		YELLOW		
	Site:	Goal	Actual	
	DFAS Cleveland Network Summary			
	Charleston		57	
	Cleveland		179	
	Japan		14	
	Norfolk		48	
	Pacific		68	
	Pensacola		41	
	San Diego/Oakland		94	
NABL Grand Total		484	501	
Goal: Our goal is to have 41% of our employees with business related degrees by FY05.				

BSC Metrics based on Site - Goal - Actual			
ABL # 11			
Developmental Assignments		GREEN	
June FY05			
Site:		Goal	Actual
DFAS Cleveland Network Summary			
Charleston			8
Cleveland			9
Japan			18
Norfolk			0
Pacific			1
Pensacola			9
San Diego/Oakland			5
NABL Grand Total		53	50
Goal: Achieve 4.5% of our Accounting workforce in Developmental Assignments each month.			



Balanced Scorecard Update for June 2005

Lee Krushinski

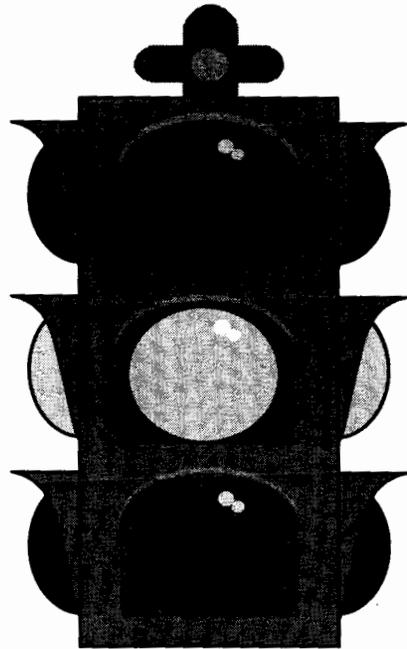
Director, Accounting Service Business Line
Defense Finance and Accounting Service

ACCOUNTING SERVICES BUSINESS LINE



BSC FY05

3d Quarter 2005 SUMMARY OF MEASURES:



	<i>April</i>	<i>May</i>	<i>June</i>
• <i>RED -</i>	<i>4</i>	<i>4</i>	<i>3</i>
• <i>YELLOW -</i>	<i>2</i>	<i>2</i>	<i>3</i>
• <i>GREEN -</i>	<i>5</i>	<i>5</i>	<i>5</i>
• <i>No Rating -</i>	<i>0</i>	<i>0</i>	<i>0</i>
• <i>Not Applicable -</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>11</i>	<i>11</i>	<i>11</i>

ACCOUNTING SERVICES BUSINESS LINE



Customer Perspective

ABL #	CUSTOMER PERSPECTIVE	FY05 GOAL	May-05	Jun-05
1	Operational Performance Index (OPI) (Quad) (See next page for details) (Suspense Account (3000 Non-Exempt over 60 Days old), Overaged Intransits, Total UMDs and Timeliness of Accounting Reports)	Goal: Execute to planned goal each month GREEN = 4 Green YELLOW = No Red or Any Yellow RED = 1 or more Red		
2	Close Benchmark and Service Gaps - Average Salary	Target = \$52,712 GREEN = \leq \$8 YELLOW = $>$ \$8 and \leq \$12 RED = $>$ \$12		
3	Close Benchmark and Service Gaps - Employee Certifications	Target = 408 GREEN = \leq 5 YELLOW = $>$ 5 and \leq 8 RED = $>$ 8		
4	Customer Satisfaction with DFAS Experience	GREEN = \geq 75% YELLOW = \geq 65% and $<$ 75% RED = $<$ 65%		

Operational Performance Index - OPI

Perspective: Customer



SCORECARD

Rating: RED
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:

Executed to planned goal each month.
 Measure consists of: Suspense Account (3000 series non-exempt over 60 days old), Overaged Intransits, Total UMDs, and Timeliness of Accounting reports.

RATING SCALE:

- GREEN** = < 10%
- YELLOW** = ≥ 10% and ≤ 15%
- RED** = > 15%

	FY2005	May Trend		YELLOW	June Trend		
		Monthly Planned	Monthly Actual	Rating	Monthly Planned	Monthly Actual	Rating
Goal							
Suspense Account (3000 Non-Exempt Over 60 Days Old)	10%	10%	9%		10%	21%	
Overaged Intransits	\$125M	\$706M	\$609M		\$623M	\$691M	
Total UMDs	\$712M	\$4568M	\$4520M		\$3,308M	\$4098M	
Timeliness of Accounting Rep.	95%	95%	87%		95%	100%	

Analysis:

Overall Operational Performance Index is red.

Actions:

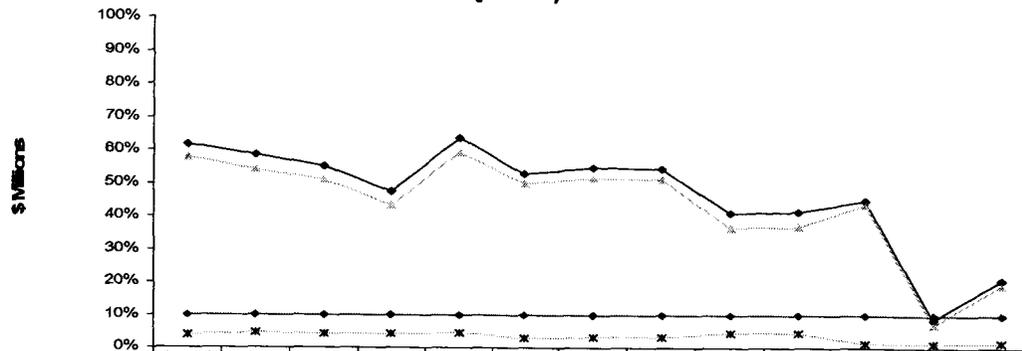
See attached subsequent charts for detailed analysis of each measure.

Suspense Accounts (3000 Series Non-exempt Over 60 Days)

Perspective: Customer



Suspense Account- Overaged (3000 Non-Exempt Series Over 60 Days Old)



	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Actual	2,033	1,651	1,636	1,688	1,465	1,329	1,311	1,319	743	671	598	123	310
Goal	331	282	298	356	230	253	240	244	182	163	134	145	150
DFAS Center	1,907	1,526	1,511	1,539	1,362	1,256	1,237	1,245	663	599	580	103	288
Military Service/DoD Agency	126	125	125	149	103	73	74	74	80	72	18	20	22
Actual %	61%	59%	55%	47%	64%	53%	55%	54%	41%	41%	45%	9%	21%
Goal %	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
DFAS Center %	58%	54%	51%	43%	59%	50%	51%	51%	37%	37%	43%	7%	19%
Military Service/DoD Agency %	4%	4%	4%	4%	4%	3%	3%	3%	4%	4%	1%	1%	1%

SCORECARD

Rating: **RED**
 Data Reporting: **June**

OSD Measure#

FREQUENCY: **Monthly**

MEASURE: Reduce balance by 10% per year from FY 2004 balance of \$1,189M.

RATING SCALE:
 GREEN = < 10%
 YELLOW = > 10% and < 20%
 RED = >= 20%

Analysis:

The Overaged Suspense amount for June was 21% of the Total Suspense. There was an increase of \$185 million in Overaged Suspense from May to June. However, in May \$177.2M of Suspense transactions were submitted to OSD for discontinued research consideration, and not included in the overaged Suspense balance. After clarification of OSD guidance on reporting Suspense, the discontinued research transactions will continue to be reported in this measure until reclassified by OSD. If our discontinued research transactions were approved, we would have made our June goal of 10%.

Actions:

Indianapolis-21. Decrease due to clearance of Interfund and IPAC transactions. Discontinued research: \$9.3M

Cleveland. Increase due primarily to the reporting of unreconciled differences in the Suspense Aging Report (SAR) of \$167.9 for which discontinued research has been requested.

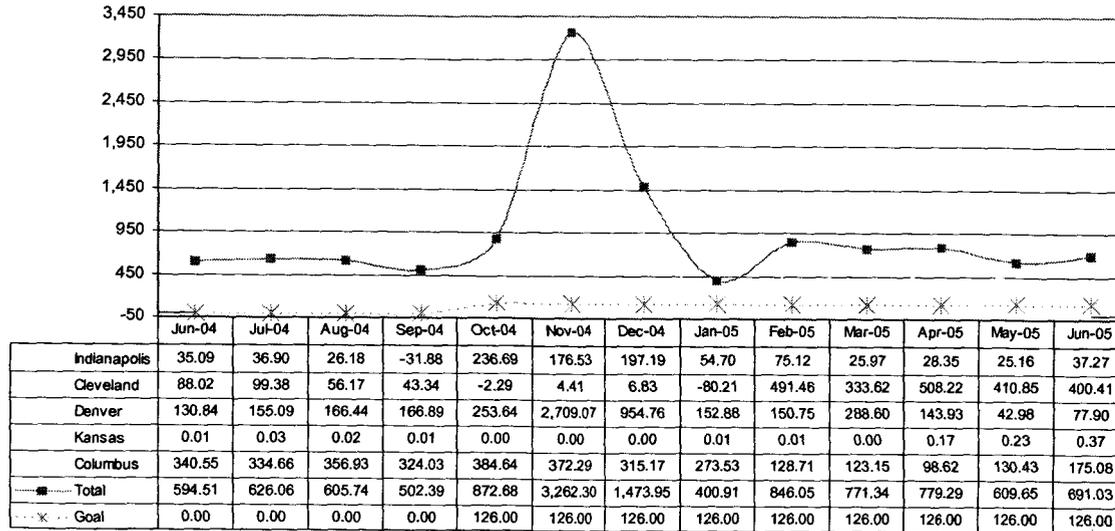
Denver. Increase due to a backlog caused by co-locating all IPAC workload to DFAS Omaha.

Columbus. Decrease due to 3885 Interfund Aged Reduction transactions.

Overaged In-Transits Perspective: Customer



Overaged In-Transit Disbursements & Collections By DFAS Center



SCORECARD

Rating: RED
Data Reporting: June
OSD Measure# O.1.2. IT.C
FREQUENCY: Monthly
MEASURE: Reduce balance by 75% from FY 2004 year end balance of \$502M.
RATING SCALE:
GREEN = <= -102% but <= 2%
YELLOW = >2% but < 5% or <-105%
RED = >=5% or <= -105%

Analysis:
 Aged in-transits for June increased \$81.4M resulting in a balance of \$691.0M. Cleveland posted the only reduction this month.
Cleveland decreased \$10.4M to \$400.4M. This decrease is mainly due to the correction of various aged Authorization Accounting Activity transactions.
Denver increased \$34.9M to \$77.9M. Reporting TI97 Non-AF allocated funds for the first time caused a \$45.6M decrease. Interfund increased by \$64.5M in invalid Unmatched Buyers.
Columbus (provides accounting for Defense Agencies) increased \$44.6M to \$175.1M. DLA Fuels increased \$132.2M. Foreign currency vouchers caused an increase of \$10.6M in DLA Business System Modernization (BSM). Washington Headquarters Services (WHS) implemented systems changes causing an increase of \$9.7M

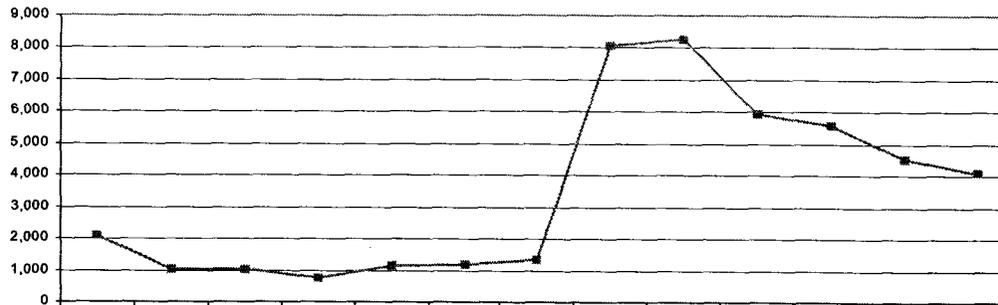
Actions:
Cleveland: Tiger Teams from Network researching and clearing FY 02 and prior transactions.
Denver: Tiger Teams organized to clean up interfund transactions from San Bernardino
Columbus: Temporary fixes established for DLA Fuels and BSM issues; Working long term fixes. Waiver package submitted to OSD for WHS Workload Capitalization

Total Unmatched Disbursements

Perspective: Customer



Unmatched Disbursements (UMDs)
By Military Service/DoD Agency



	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Army	357.00	274.00	291.00	157.50	167.00	204.00	198.00	172.66	313.54	149.31	102.16	91.11	95.65
Navy	1,361.00	307.00	291.00	207.00	376.00	332.00	361.00	5,887.00	5,762.00	4,339.00	3,977.00	3,622.00	2,892.00
Air Force	116.50	202.80	203.30	169.00	246.80	287.90	367.40	1,512.60	1,573.40	965.30	1,055.80	437.20	594.40
Marine Corps	63.34	63.74	68.91	44.03	136.52	115.70	128.93	83.12	77.31	93.30	145.96	45.98	56.27
Defense Agencies	180.66	145.22	153.59	146.62	209.19	215.61	235.19	283.77	406.48	311.88	220.40	257.17	230.60
FMS	18.12	30.75	25.54	10.40	15.86	17.43	45.60	128.01	129.99	60.88	85.42	66.28	228.96
Total	2,096.62	1,023.51	1,033.34	734.55	1,151.37	1,172.64	1,336.12	8,067.16	8,262.72	5,919.67	5,586.74	4,519.74	4,097.88

SCORECARD

Rating: **RED**

Data Reporting: **June**

OSD Measure# **O.1.1.UM**
FREQUENCY: **Monthly**

MEASURE: Maintain or reduce UMDs Within
Timeframe from the FY 2004 year-end balance of
\$712M.

RATING SCALE:

GREEN = < 2%

YELLOW = > 2% and > 5%

RED = > 5%

Analysis:

Cleveland: The Navy decreased \$730M. The processing of BUPERS NC1081 corrections by DFAS-PE, further refining of BUPERS summary to detail match-off corrections for prior-year disbursements and NSMA system enhancements to the NSMA-DCAS interface file process resulted in decreases.

Denver: Residual system problems from the CPAS/BQ database mergers in October; a new method of processing MOCAS transactions; and a process change allowing us to immediately reclassify non matching items as UMDs are the main causes for the Denver UMD balance

FMS: timing issues and MOCAS undistributed was the primary cause of the increase. The majority of these transactions are corrected and processed within 15 days.

Actions: (Below information is from May Quad Charts)

Cleveland: Navy requested a temporary waiver from OSD Obligation Requirements

Denver: Software fix for MOCAS posting issues scheduled for implementation in July 2005.

Defense Agencies requested a temporary waiver from OSD Obligation Requirements for WHS.

Close Benchmark and Service Gaps – Average Salary

Perspective: Customer



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
Goal	\$ 53,042	\$ 53,002	\$ 52,992	\$ 52,942	\$ 52,917	\$ 52,892	\$ 52,867	\$ 52,822	\$ 52,772	\$ 52,712
Actual	\$ 53,097	\$ 53,047	\$ 53,069	\$ 52,983	\$ 52,919	\$ 52,898	\$ 52,750	\$ 52,946	\$ 52,876	\$ 52,723
Variance	\$ 55	\$ 45	\$ 77	\$ 41	\$ 2	\$ 6	\$ (117)	\$ 124	\$ 104	\$ 11
Cummulative		\$ 5	\$ 27	\$ (59)	\$ (123)	\$ (144)	\$ (292)	\$ (96)	\$ (166)	\$ (319)

SCORECARD

Rating: YELLOW
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
GREEN = < \$ 8
YELLOW = ≥ \$ 8 and ≤ \$ 12
RED = > \$12

NOTE: The cumulative variance in the charts is calculated as the difference between Sept. 04 Goal and Current Month Actual. Overall decrease in average salary is calculated as the difference between Sept. 04 Actual and Current Month Actual, which would be \$374 (rather than \$319).

Analysis:

Subject all GS13 – GS15 fill actions to rigorous classification reviews

- Target high-graded positions for VSIP/VERA offerings
- Restructure the functions and responsibilities of positions to reduce grade levels.
- **Implement HPOs**
- Initiate benchmark study to collect relevant data and use results to build
 - Organizational structure and staffing plan for ABL HPOs
 - Conduct benchmark study(in Draft), on target
- Use NSPS flexibilities to further develop and staff HPO organizations

Actions:

- Classification reviews – ongoing
- Targeted high grades for VSIP/VERA – ongoing
- Restructuring of functions and responsibilities – ongoing
- Organization structure and staffing plans for HPO – completed
- Benchmark study – completed
- NSPS flexibility study – TBD

Customer Satisfaction with DFAS Experience

Perspective: Customer



Goal	= 75%
Actual	= 71%

SCORECARD

Rating: **YELLOW**
 Data Reporting: **June**

BSC #:
 Measure #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
 GREEN = < 75%
 YELLOW = ≥ 65% and ≤ 75%
 RED = > 65%

Analysis:

Actual customer service is 4% below goal. Customer satisfaction results based on feedback, ICE surveys and other indicate lower than expected satisfaction with accounting services. Number of actions initiated to elevate customer satisfaction to goal of 75% or higher.

- Actions:**
- Increase Training Opportunities for DFAS Customer Service Emp.
 - Offer Netg Learning Courses (Completed)
 - Customer Relationship Management Series
 - Excellence in Service Series
 - Conduct Customer Symposiums (Completed)
 - Navy FS
 - Def. Agencies hosted a Customer Service Conference 06/21-24
 - Received complimentary feedback regarding topics
 - Client Advocates hosted breakout session to address a variety of issues
 - One on One Contacts (Completed)
 - Army, Marine Corps and Air Force have initiated programs to contact dis-satisfied customers

ACCOUNTING SERVICES BUSINESS LINE



Financial Perspective

<u>FINANCIAL PERSPECTIVE</u>	<u>FY05 GOAL</u>	<u>May-05</u>	<u>Jun-05</u>
Financial Performance Index (See next page for details)	Goal: Execute to plan GREEN = $\pm \leq 2\%$ YELLOW = $\pm > 2\%$ and $\leq 4\%$ RED = $\pm > 4\%$		

Financial Performance Index

Perspective: Financial



Work Years	June	FYTD
Plan	474.7	4,299.30
Actual	444.2	4,079.60
Variance	-6.4%	-5.1%

Budget Execution	June	FYTD
Plan	\$50,782,679	\$445,404,847
Actual	\$45,556,718	\$420,115,537
Variance	-10.3%	-5.7%

SCORECARD

Rating: RED
Data Reporting: June

BSC #:
Measure #:

FREQUENCY: Monthly

MEASURE:
 Definition, Compare actual to planned, FYTD.

RATING SCALE:
GREEN = < 2%
YELLOW = ≥ 2% and ≤ 4%
RED = > 4%

Analysis:

- Modified our monthly spending plan that is reflected in the AOB.
- Customers request to reduce DFAS costs for FY05.
- Begin pre-positioning for HPO

Actions:

- Revise Network Spending Plans Complete
 - Columbus, Arlington, Kansas City Complete
 - Cleveland, Denver, and Indy Complete
- Review mid year results with BLE Complete
- Working issues with networks Complete
- Based on mid year results review, revise spending plan accordingly Complete
- Submit mid year budget and FY2007 – FY2011 Complete

ACCOUNTING SERVICES BUSINESS LINE



Internal Perspective

ABL #	INTERNAL PERSPECTIVE	FY05 GOAL	May-05	Jun-05
6	# of DFAS actions met as stated in financial plans	<p>GREEN = Milestone slippage does not impact final completion date.</p> <p>YELLOW = Incomplete or revised milestones result in 'at risk' completion date.</p> <p>RED = Incomplete or revised milestones result in high probability of missing completion date.</p>		
7	Audit Deficiencies Corrected	<p>GREEN = All milestones met or incomplete actions have no impact on assertion date.</p> <p>YELLOW = Incomplete or revised actions place assertions 'at risk'.</p> <p>RED = Incomplete or revised actions result in high probability of missing final assertion dates.</p>		
8	FMFIA Material Weaknesses Corrected	<p>GREEN = All milestones met or incomplete actions have no impact on assertion date.</p> <p>YELLOW = Incomplete or revised actions place assertions 'at risk'.</p> <p>RED = Incomplete or revised actions result in high probability of missing final assertion dates.</p>		
9	OSD Metrics	See next page for details		

OSD Metrics - Accounting Perspective: Internal



GOVERNMENT-WIDE METRICS	FY2005 GOALS	MAY* SCORE	JUNE* SCORE
• Fund Balance with Treasury Reconciled/Unreconciled Cash Balances	≥ 98% Reconciled	GREEN	GREEN
• Delinquent Accounts Receivable from Intragovernmental over 180 days (3 rd Quarter)	≤ 10% Delinquent	GREEN	GREEN
• Delinquent Accounts Receivable from Public over 180 days (3 rd Quarter)	≤ 10% Delinquent	RED	RED
• Suspense Clearing (Absolute) Greater than 60 days (3 rd Quarter)	≤ 10% Aged	RED	RED
• Suspense Clearing (Net) Greater than 60 days (3 rd Quarter)	≤ 10% Aged	RED	RED

ACCOUNTING SERVICES BUSINESS LINE



Government-Wide OSD Metrics

<p>Delinquent Accounts Receivable from Public over 180 days (quarterly) Goal = no more than 10% delinquent A/R over 180 days Actual = decrease of \$0.2B from Mar 05 (\$4.3B)</p>	<p>\$4.1B (50.0%)</p>
--	------------------------------

<p>Suspense Clearing (Abs) Greater than 60 days (quarterly) Goal = no more than 10% suspense clearing account balance (abs) greater than 60 days Actual = There was a decrease of \$355.2M absolute value in the greater than 60 days category from the last quarter.</p>	<p>\$279.3M (19.3%)</p>
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<p>Suspense Clearing (Net) Greater than 60 days (quarterly) Goal = less than 10% suspense clearing account balance (net) greater than 60 days Actual = There was an increase in the net amount from the last quarter of \$6.1M. The net amount over 60 days at June 30, 2005 totals \$226.9M.</p>	<p>\$ 226.9M (79.0%)</p>
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OSD Metrics - Accounting Perspective: Internal



REMAINING OSD METRICS

**MAY
SCORE** **JUNE
SCORE**

<ul style="list-style-type: none"> • Unmatched Disbursements (UMDs) Over 120 Days Old 	Zero Overaged	RED	RED
<ul style="list-style-type: none"> • Negative Unliquidated Obligations (NULOs) Under 120 Days Old • Negative Unliquidated Obligations (NULOs) Over 120 Days Old 	Maintain FY04 YE Balance Zero Overaged	RED RED	YELLOW RED
<ul style="list-style-type: none"> • Appropriations with Negative Balances • Deposit Accounts with Negative Balances 	None over 3 months old None over 3 months old	GREEN GREEN	GREEN GREEN
<ul style="list-style-type: none"> • A/R Available for Collection (Quarterly) 	75% Reduction FY03 YE	RED	RED
<ul style="list-style-type: none"> • Public A/R Requiring Due Process At Field Level > 90 Days (Quarterly) 	95% Reduction FY03 YE	RED	RED
<ul style="list-style-type: none"> • Reduction of Public Debt > 180 Days Residing in Debt Management Systems (Quarterly) 	95% Reduction FY03 YE	RED	RED

ACCOUNTING SERVICES BUSINESS LINE



Remaining OSD Metrics

Unmatched Disbursements (UMDs) Over 120 Days	
Goal = zero in overaged (over 120 days)	\$0
Actual = increase of \$503.33M from May (\$1190.31M)	\$1693.64M
Negative Unliquidated Obligations (NULOs) Under 120 Days	June
Goal = maintain or reduce from FY 04 year end balance	\$94M
Actual = decrease of \$190.10M from May (\$487.54M)	\$297.44M
Negative Unliquidated Obligations (NULOs) Over 120 Days	
Goal = zero in overaged (over 120 days)	\$0
Actual = increase of \$1.54M from June (\$8.06M)	\$9.60M

ACCOUNTING SERVICES BUSINESS LINE



Remaining OSD Metrics - continued

A/R Available for Collection (Quarterly)

Goal = reduce 75% from Sep 2003 actual of \$3,456M

\$1,296M

Actual = decrease of \$1,358M from previous quarter (\$4,014M)

\$2,656M

Public A/R Requiring Due Process at Field Level > 90 Days (Quarterly)

Goal = reduce 95% from Sep 2003 balance of \$290M

\$65M

Actual = decrease of \$95M from previous quarter (\$276M)

\$181M

Reduction of Public Debt > 180 Days Residing in the Debt Management Systems (Quarterly)

Goal = reduce 95% from Sep 2003 balance of \$136M

\$30M

Actual = increase of \$46M from previous quarter (\$706M)

\$752M

Note: due to rounding, some totals may not total

ACCOUNTING SERVICES BUSINESS LINE



Growth and Learning Perspective

ABL #	<u>GROWTH AND LEARNING PERSPECTIVE</u>	<u>FY05 GOAL</u>	<u>May-05</u>	<u>Jun-05</u>
10	# of Employees with Degrees	GREEN = \geq 41% of Employees having a degree YELLOW = \geq 35% and $<$ 41% of Employees having a degree RED = $<$ 35% of Employees having a degree		
11	Employees in Developmental Assignments Accounting	GREEN = \geq 4.5% of Employees participating in DAs YELLOW = \geq 3.5% and $<$ 4.5% of Employees participating in DAs RED = $<$ 3.5% of Employees participating in DAs		

Number of employees with Degrees

Perspective: Growth and Learning



Goal	= 42%
Actual	= 40%

SCORECARD

Rating: YELLOW
Data Reporting: June

BSC #:

FREQUENCY: Monthly

MEASURE:

RATING SCALE:
GREEN = > 41%
YELLOW = > 35% and < 41%
RED = less than 35%

Analysis:

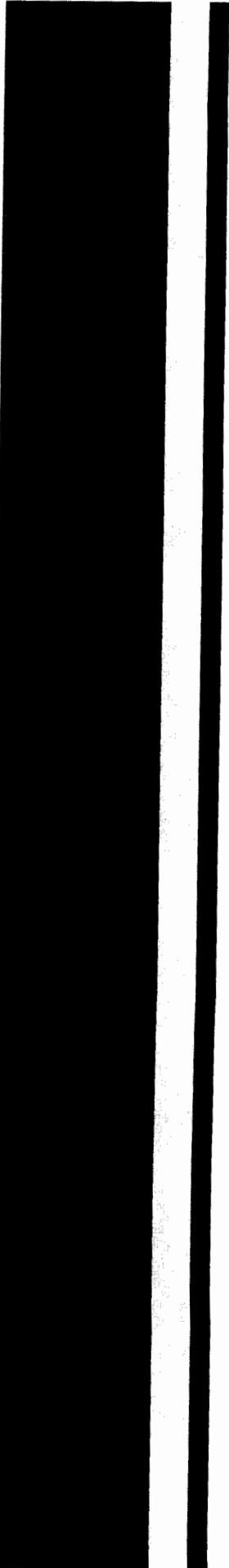
Slightly lower percentage of employees with degrees than anticipated. Using Skills Inventory to identify and encourage employees to pursue professional degrees and certifications.

- Actions:**
- Defense Agencies - Additional ELPA hires planned for May, June, July, and September expected to see increase ECD: July 2005
 - 15 ELPAs have been hired YTD in Def. Agencies
 - Total number of employees w/degrees has increased by 17
 - Identify a current state of the overall skills of our workforce using Skill Inventory DB. ECD: Rev. Aug 2005
 - 20% of ABL employees have Managerial approved Skills Inventory
 - 42% of ABL employees have initiated a Skills Inventory
 - Create a skills snapshot to establish a baseline using the Skills DB input. ECD: Rev Sep 2005
 - Use the baseline to assess ABL skill gaps as the ABL progress through various transformation initiatives in the future. This will help us better understand our skill requirements ECD: FY2006



Accounting Services, Army Balanced Scorecard

July 2005 Charts



Accounting Services, Army - FY 05 BSC



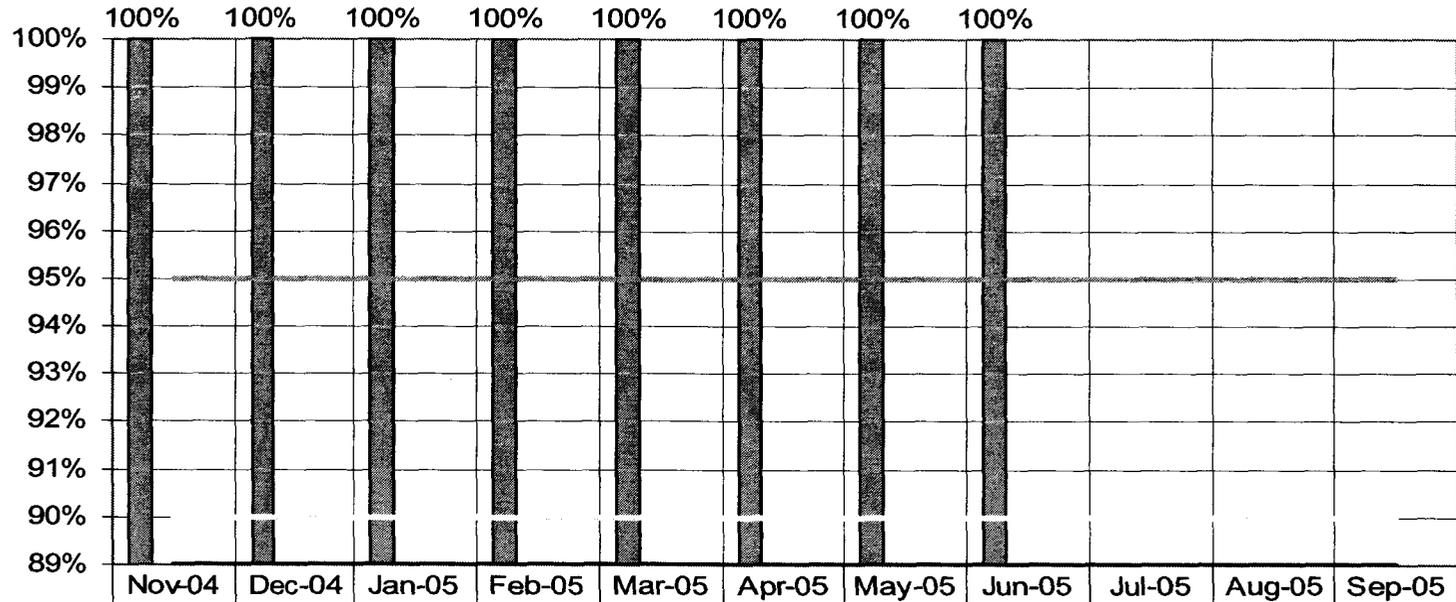
BSC/ PMI # Customer	Measure Title	1-31 Oct	1-30 Nov	1-31 Dec	1-31 Jan	1-28 Feb	1-30 Mar	1-30 Apr	1-31 May	1-30 Jun
295	Timeliness of Accounting Reports to Customers (SF 133 & AR 1307)									
296	Timeliness of Accounting Reports to Customers (AR (M) 1002)									
612	DFAS Critical Initiatives									
613	Customer Satisfaction with DFAS Experience	N/R			Y 66%				Y 74%	
Financial										
TBD	Budget Execution to Spending Plan	N/R								
Internal										
180	Reduction of Aged Intransits									
517	Audit Deficiencies Corrected	N/R	N/R		Y 83%					Y 80.77%
531	FMFIA Material Weaknesses Corrected	N/R	N/R							
543	Fund Balance with Treasury Deficiency Rate (General Fund)									
	Fund Balance with Treasury Deficiency Rate (Working Capital Fund)		Y	Y						
616	Manage and Delivery Systems Change Inventory		3.99%	4.47%					Y 4.63%	Y 4.45%
630	Innovative Business Practices - Accounting	N/R	N/R						Deleted	Deleted
Growth and Learning										
515	Professional Certifications & Licenses & Certificates									
548	Number of Employees with Degrees	Y 84.7%	Y 82.84%	Y 85.9%	Y 85.9%	Y 86.2%	Y 85.5%	Y 85.1%	Y 84.7%	Y 85.7%
614	Monthly Employee Satisfaction	N/R							N/R	N/R
625	Employees in Developmental Assignments								Y 78.49%	Y 77.42%
Unique										
IN1	Utilization of Overtime									
IN2	Field Site Accuracy Report									
IN3	Customer Index	Y 74.63%	69.53%	Y 71.08%	Y 97.6%				Y 68.71%	Y 71.04%
IN4	PMI #178- Reduction of NULOs									
IN5	PMI #179- Reduction of UMDs									
IN6	Non Monetary Recognition Program									Y 4.21%

PMI #295: Timeliness of Accounting Reports to Customers (SF 133 & AR 1307)
Perspective: Customer



Objective: Deliver the DoD Accounting Reports 95% on time
Target: SF 133 & AR 1307- 10 workdays

Green = 95% and above
 Yellow = Between 90% and 95%
 Red = 89% and below



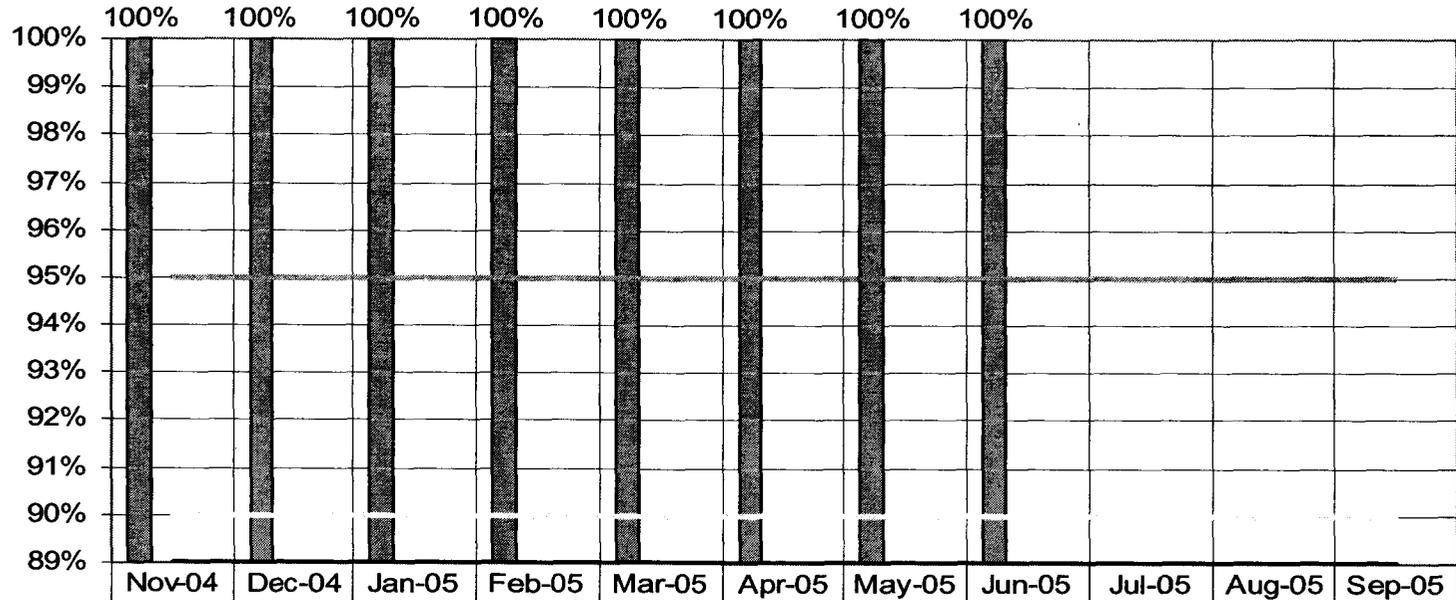
	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
Total # of reports	212	215	215	215	215	215	220	218			
Late due to DFAS	0	0	0	0	0	0	0	0			
Late due to Non-DFAS	0	0	0	0	0	0	0	0			
Green	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Yellow	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Red	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%

PMI #296: Timeliness of Accounting Reports to Customers (AR (M) 1002)
Perspective: Customer



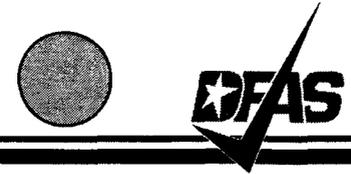
Objective: Deliver the DoD Accounting Reports 95% on time
Target: Acctg Rpt (M) 1002 - 15 work days

Green = 95% and above
 Yellow = Between 90% and 95%
 Red = 89% and below



	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
Total # of reports	117	178	177	177	178	177	180	184			
Late due to DFAS	0	0	0	0	0	0	0	0			
Late due to Non-DFAS	0	0	0	0	0	0	0	0			
Green	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%	95%
Yellow	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Red	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%	89%

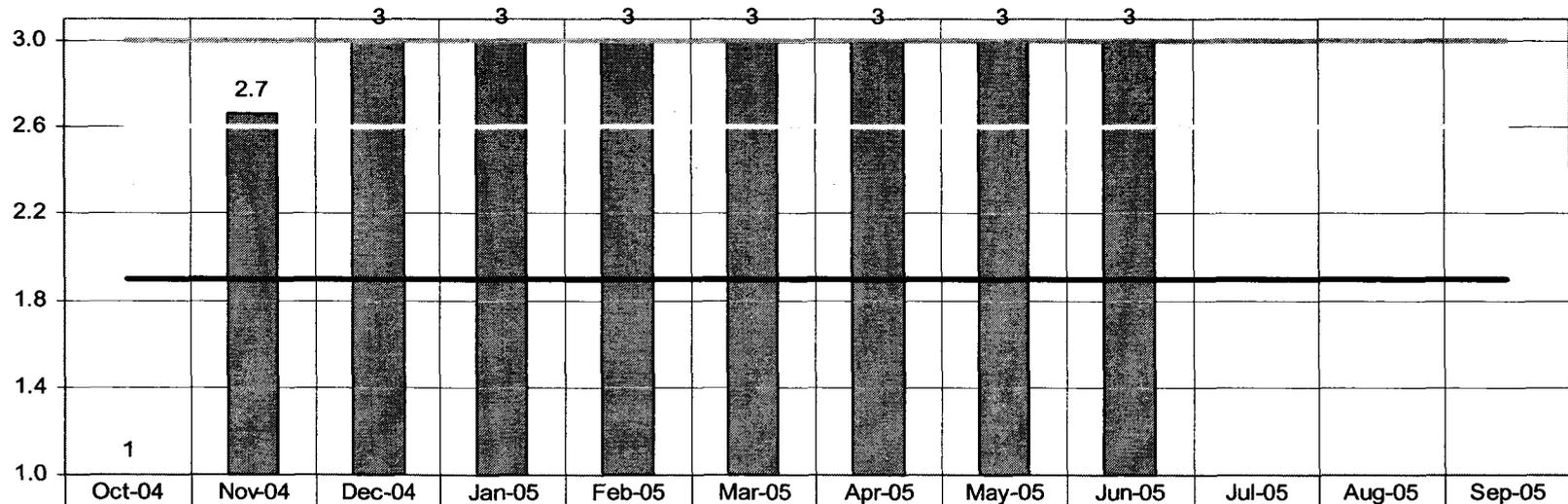
**BSC #612: DFAS Critical Initiatives Required for Assertion by FY 2007
as Stated in the Financial Improvement Plans**



Perspective: Customer
Objective: Achieve 100% of scheduled DFAS Critical Initiatives required to meet the goal of an Unqualified Audit Opinion by FY 2007
Target: Achieve an overall Critical Initiative rating of 3

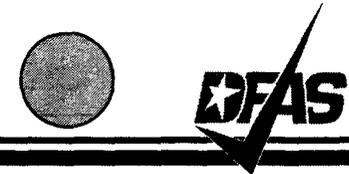
Green = 2.6 to 3
 Yellow = < 2.6 but ≥ 2.0
 Red = Less than 2.0

<u>Overall Critical Initiative Rating</u>	<u>Definition</u>	<u>Status of Critical Initiative</u>	<u>PMIS Rating</u>
Green	All Critical Actions met for a given initiative.	Initiative on Schedule	3
Yellow	All but one or two Critical Actions missed for a given initiative.	Initiative in Jeopardy	2
Red	Three or more Critical Actions missed for a given initiative.	Initiative Impacted	1



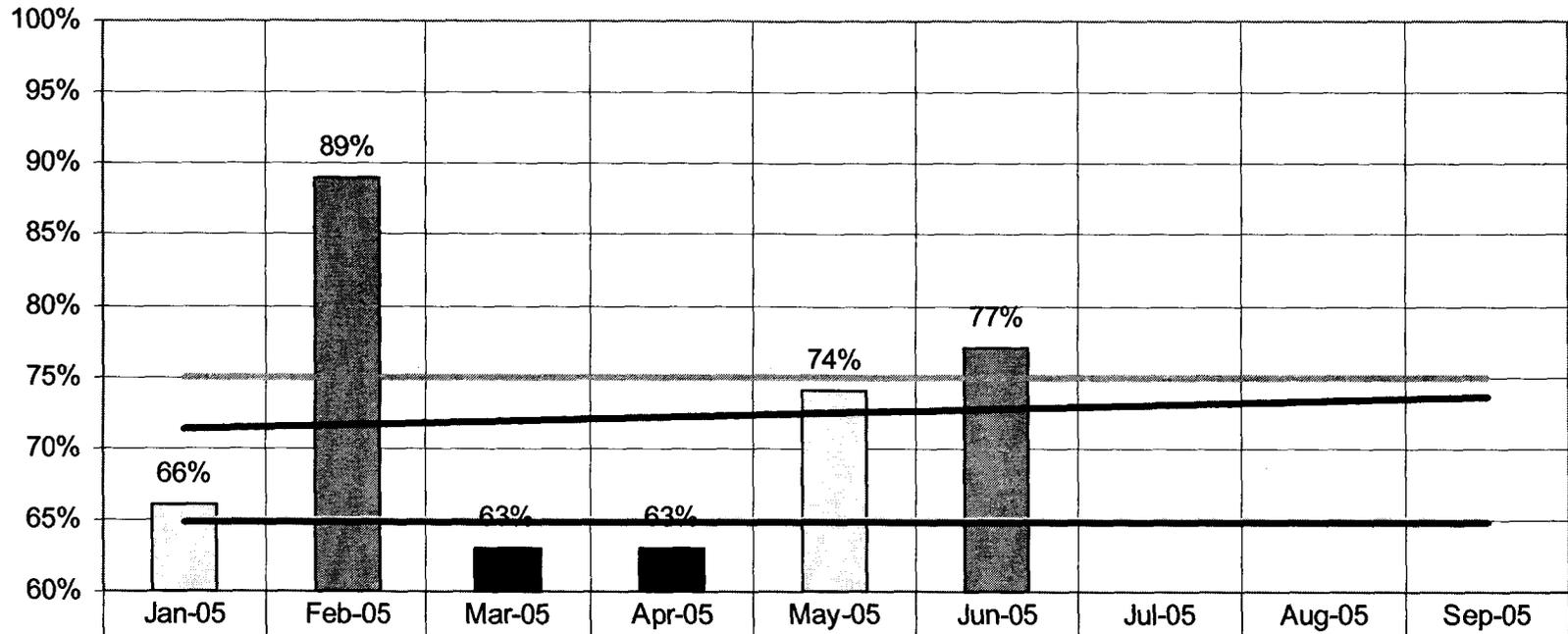
Overall Rating	1	2.7	3	3	3	3	3	3	3			
Green	3	3	3	3	3	3	3	3	3	3	3	3
Yellow	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6	2.6
Red	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9

BSC #613: Customer Satisfaction with DFAS Experience
Perspective: Customer



Objective: Capture the quality of customer service provided during an engagement (event) with DFAS
Target: Achieve an overall rating of 75% or above

Green = $\geq 75\%$
 Yellow = $\geq 65\%$ and $< 75\%$
 Red = $< 65\%$



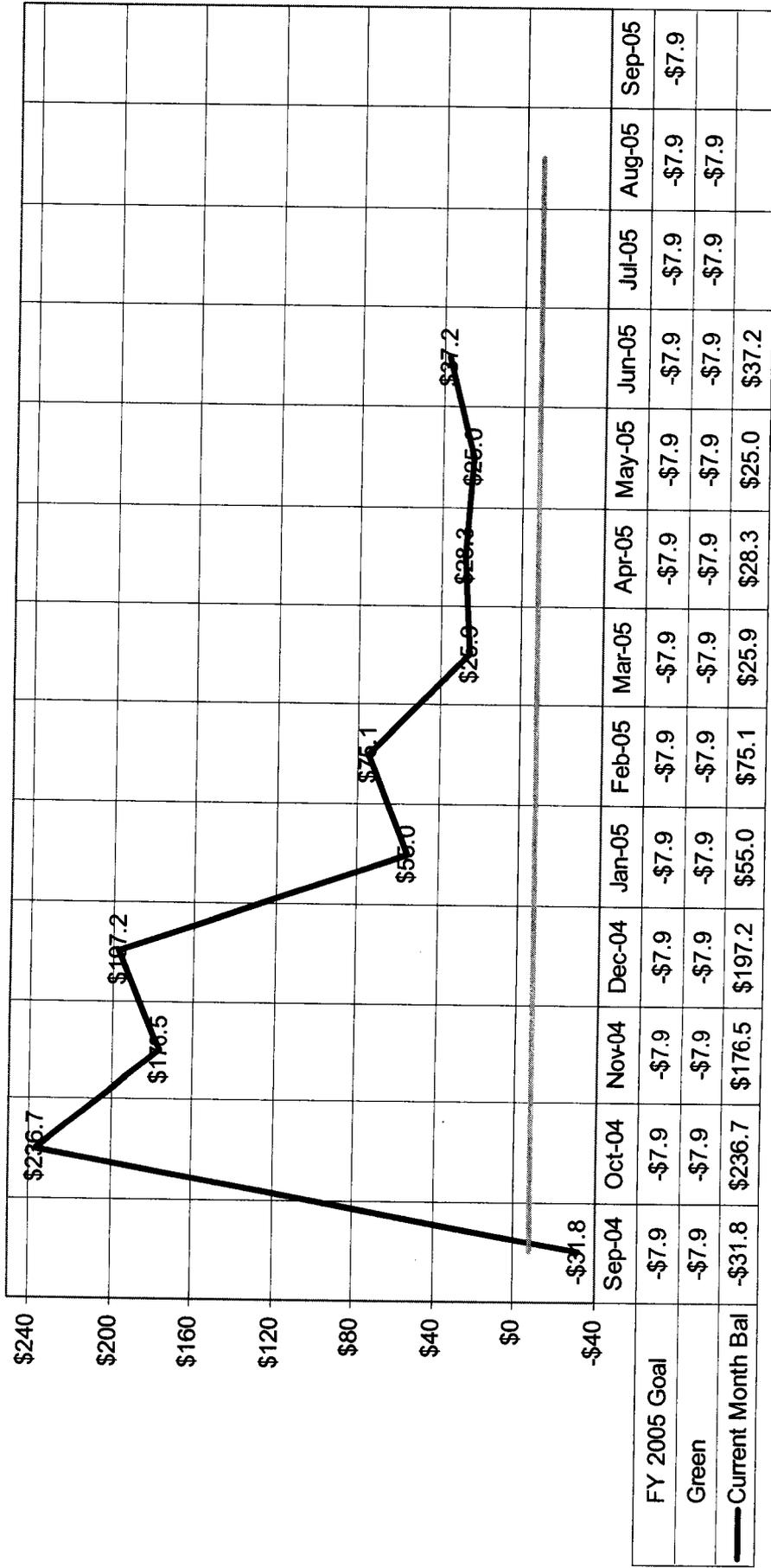
Overall Rating	66%	89%	63%	63%	74%	77%			
Green	75%	75%	75%	75%	75%	75%	75%	75%	75%
Yellow	65%	65%	65%	65%	65%	65%	65%	65%	65%
Red	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%

BSC #613 overall rating changed from a 5 point scale to a percentage effective January 2005.

PMI #180: Reduce Aged Intransit Disbursements
Perspective: Internal



Objective: The Agency plan is to reduce aged Intransit Disbursements by 75%
Target: The FY 2005 goal is a 75% reduction from the FY 2004 year-end balance.
 This is measured in net dollars.



Note: Numbers are in millions. The September 2004 balance was (31.8). Our September 30, 2005 goal is (7.9).

PMI #180: Reduce Aged Intransit Disbursements



DATE	Rept Month	IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
Sep-04	Sep-04	Met(\$12)	Met(\$101)							Met(\$3)		
Oct-04	Oct-04		Met(\$10)									
Nov-04	Nov-04		Met(\$13)									
Dec-04	Dec-04		Met(\$52)									
Jan-05	Jan-05		Met(\$10)									
Feb-05	Feb-05											
Mar-05	Mar-05											
Apr-05	Apr-05											
May-05	May-05											
Jun-05	Jun-05											

DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04	Met(\$1)		Met(\$1)							N/A
Oct-04	Oct-04	Met(\$1)		Met(\$1)							N/A
Nov-04	Nov-04	Met(\$3)		Met(\$1)							N/A
Dec-04	Dec-04	Met(\$10)		Met(\$1)							N/A
Jan-05	Jan-05	Met(\$1)		Met(\$1)							N/A
Feb-05	Feb-05	Met(\$1)		Met(\$1)				Met(\$100)	Met(\$1)		N/A
Mar-05	Mar-05			Met(\$1)			Met(\$10)	Met(\$100)	Met(\$1)		N/A
Apr-05	Apr-05			Met(\$1)			Met(\$10)	Met(\$100)	Met(\$1)		N/A
May-05	May-05			Met(\$1)			Met(\$10)		Met(\$1)	Met(\$1)	N/A
Jun-05	Jun-05			Met(\$1)				Met(\$100)	Met(\$100)	Met(\$10)	N/A

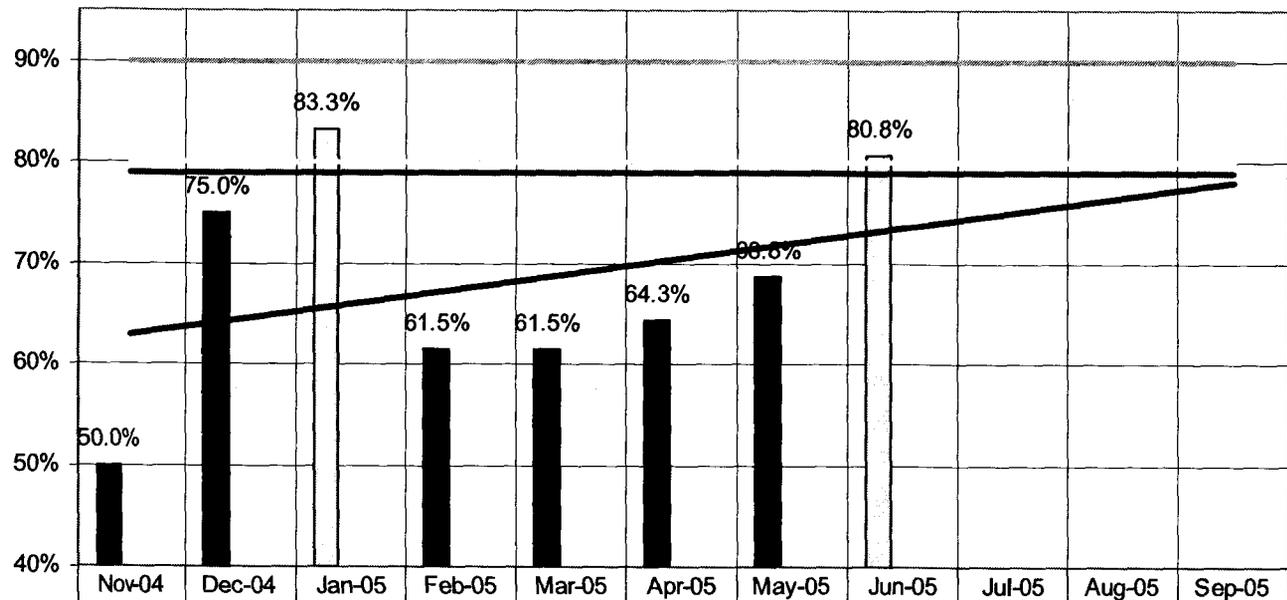
Note: Numbers are in millions. N/Met stands for Not Met.

BSC #517: Audit Deficiencies Corrected
Perspective: Internal



Objective: Improve the quality (Accuracy & Timeliness) of Accounting Products, Services & Processes
Target: Correct 90% or above of all outstanding audits

Green = 90% or above
 Yellow = ≥ 80% to < 90%
 Red = Less than 80 %



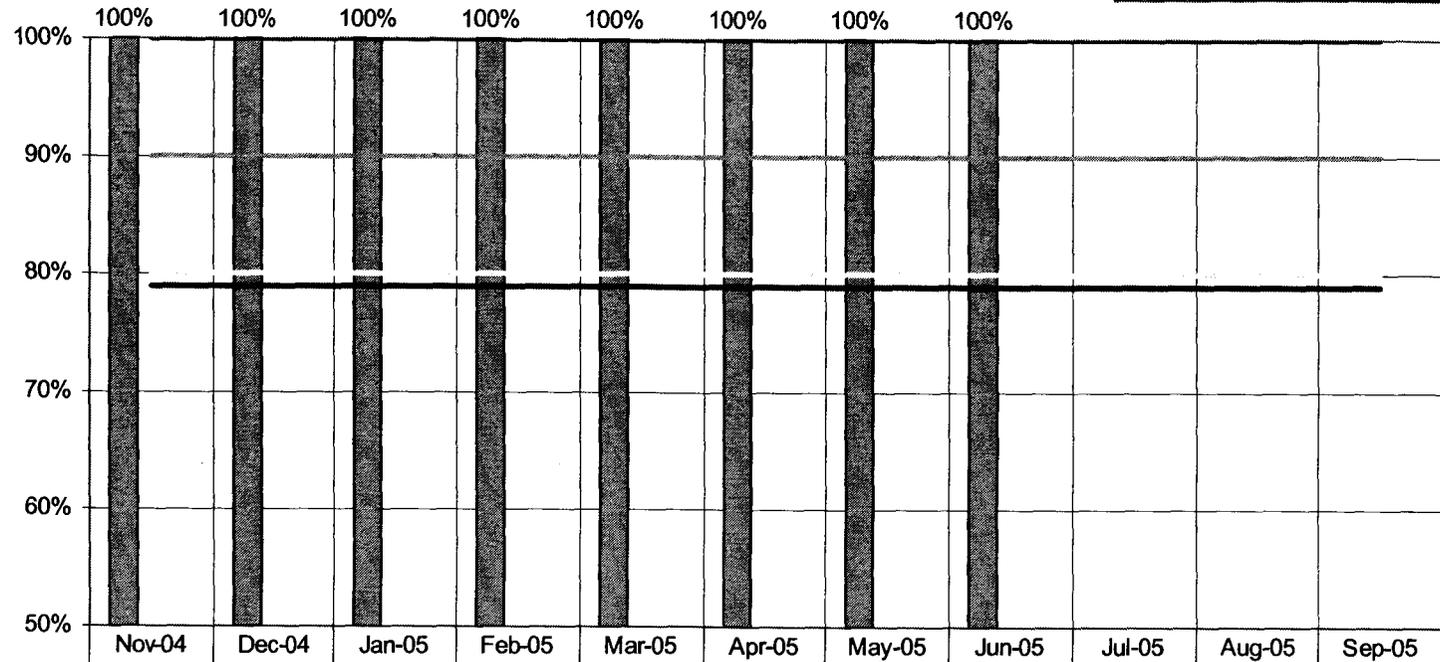
■ Percentage	50.0%	75.0%	83.3%	61.5%	61.5%	64.3%	68.8%	80.8%			
# of FYTD audit recommendations completed	2	3	5	8	8	9	11	21			
# of FYTD audit recommendations scheduled	4	4	6	13	13	14	16	26			
■ Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
■ Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
■ Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

BSC #531: FMFIA Material Weaknesses Corrected
Perspective: Internal



Objective: Improve Quality of Accounting Products, Services & Processes
Target: Achieve 90% of scheduled milestones

Green = 90% or above
 Yellow = ≥ 80% to < 90%
 Red = Less than 80 %



	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
# of FYTD milestones completed	0	0	0	0	1	1	1	1			
# of FYTD milestones scheduled	0	0	0	0	1	1	1	1			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

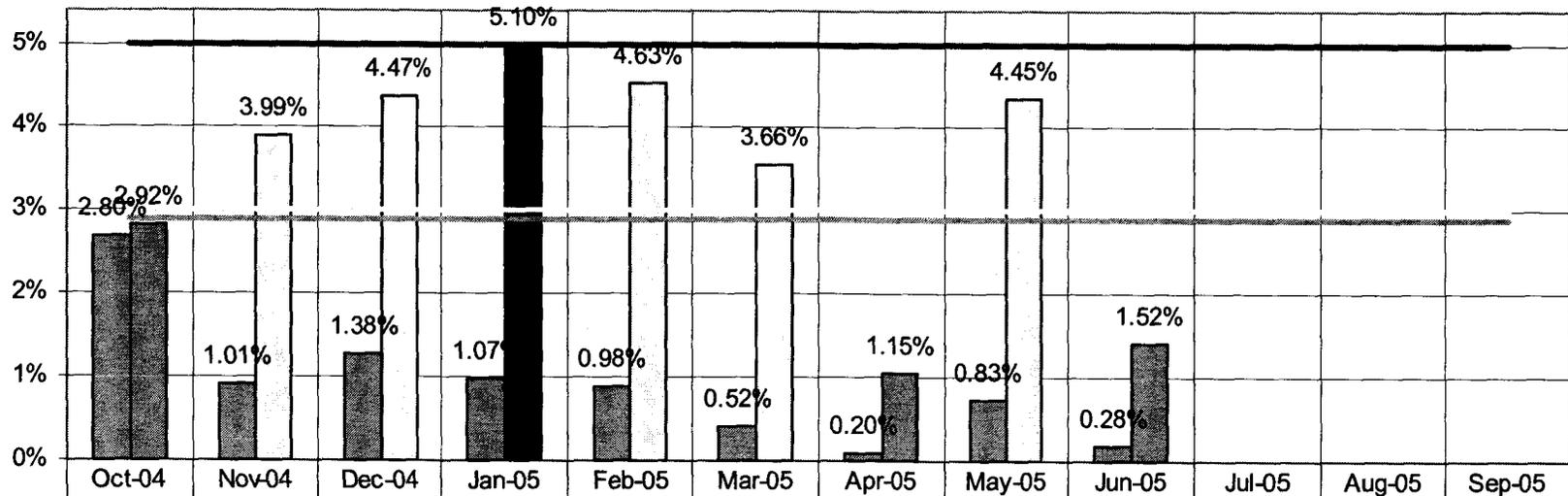
BSC #543: Fund Balance With Treasury (FBWT) Deficiency Rate
Perspective: Internal



Objective: Improve the auditability of FBWT

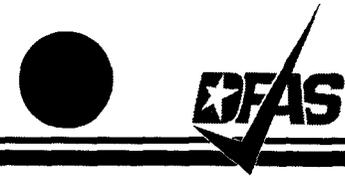
Target: Total deficiencies are 3% or less of the current FY month end FBWT amount (abs)

Green =<= 3%
 Yellow => 3% but <= 5%
 Red => > 5%



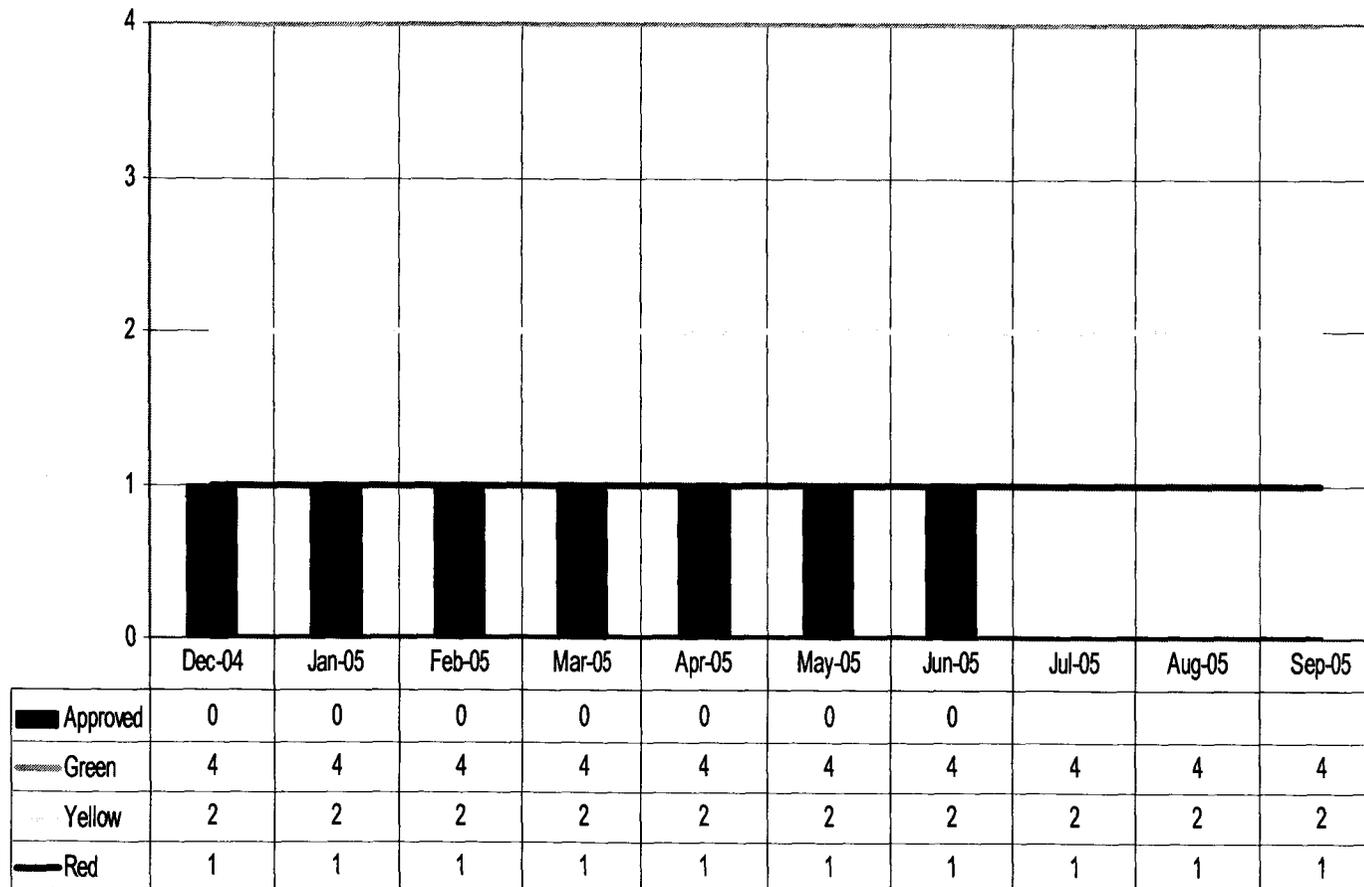
GF Percentage	2.80%	1.01%	1.38%	1.07%	0.98%	0.52%	0.20%	0.83%	0.28%			
WCF Percentage	2.92%	3.99%	4.47%	5.10%	4.63%	3.66%	1.15%	4.45%	1.52%			
Green	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Yellow	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Red	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%

BSC #630: Innovative Business Practices - Accounting
Perspective: Internal



Objective: Encourage innovation within DFAS

Target: ABL- 24 IBPs approved by the end of FY05. Army - 4 approved by the end of FY05



Green = ≥ 4 Approved
 Yellow = < 4 but ≥ 2
 Red = Less than 2

- IBP Submitted
1. DNO: DCAS/MOCAS Automated Posting Program (Frontend) - Submitted 1/19
 2. SL: DSL-CARD (Consolidated Acctg & Reconciliation Database)- Submitted 1/19
 3. SL: MOCAS & Acctg Comparison (MAC) Database - Submitted 1/20
 4. DNO: Automated Notification of Missing RR- Submitted 1/20

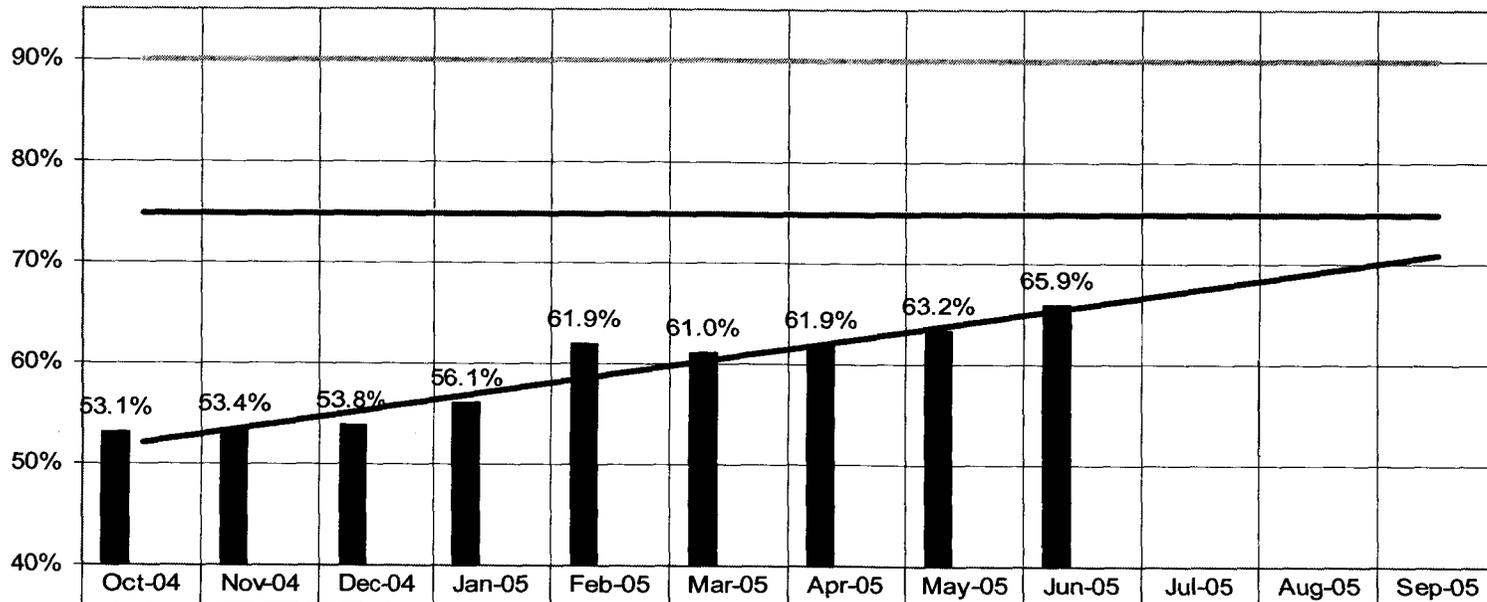
BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)

Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = $\geq 75\%$ to $< 90\%$ of target goal
 Red = Less than 75% of target goal



Percentage	53.1%	53.4%	53.8%	56.1%	61.9%	61.0%	61.9%	63.2%	65.9%			
FY05 Target	228	223	223	223	223	223	223	223	223			
# with Cert/License	121	119	120	125	138	136	138	141	147			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 11% of the September 2004 end strength shown on the Flash Report.

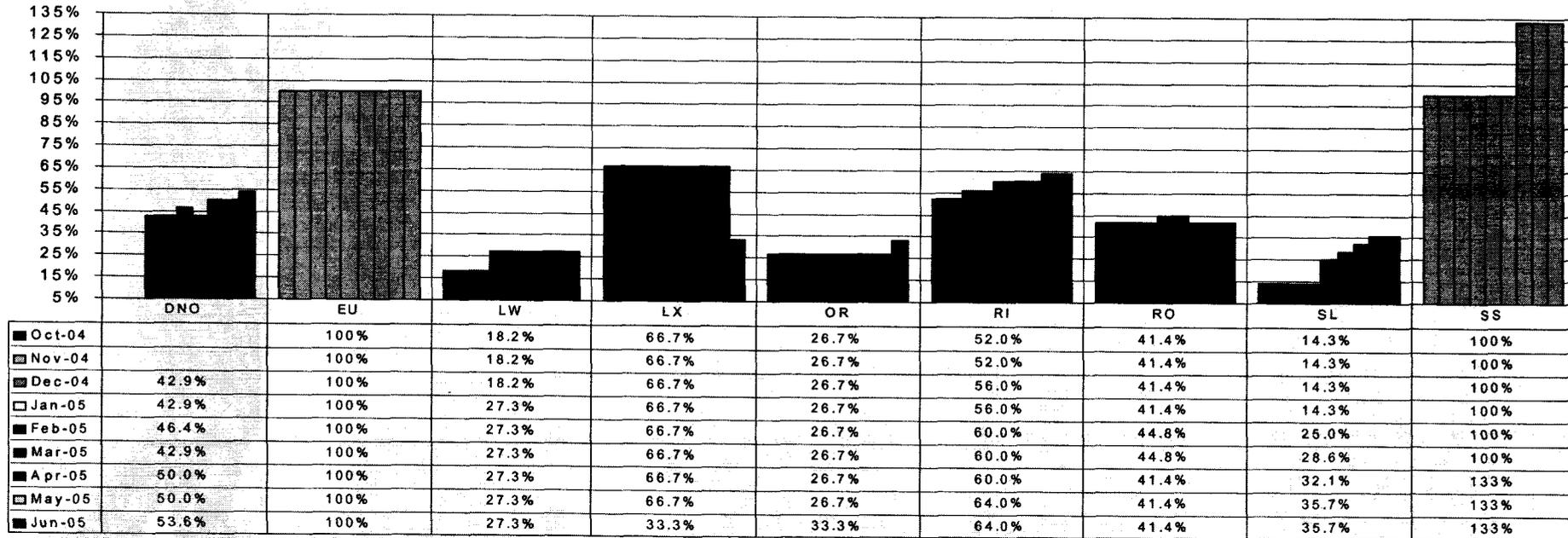
The count of 121 for Sept included 8 employees in Disbursing.

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
DNO	253	28
EU	23	3
LW	101	11
LX	31	3
OR	132	15
RI	231	25
RO	263	29
SL	259	28
SS	29	3



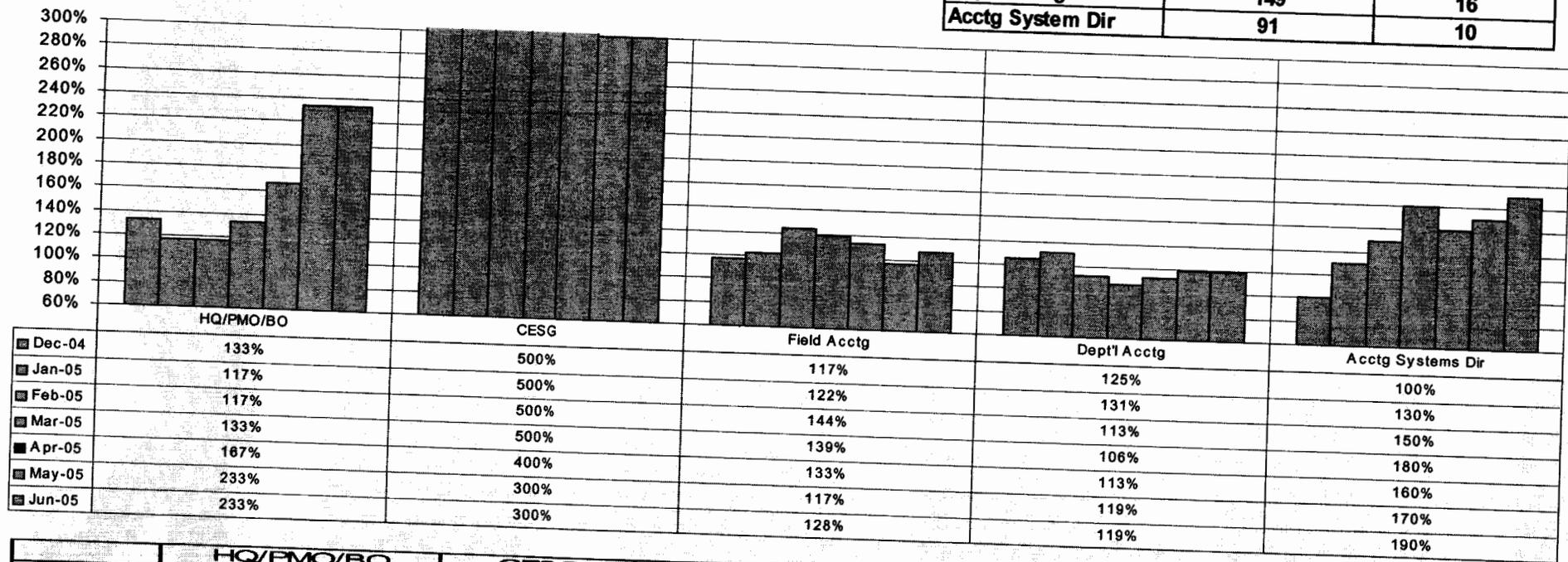
	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	3	2	2	4	13	12	4	3
Nov-04	N/R	3	2	2	4	13	12	4	3
Dec-04	12	3	2	2	4	14	12	4	3
Jan-05	12	3	3	2	4	14	12	4	3
Feb-05	13	3	3	2	4	15	13	7	3
Mar-05	12	3	3	2	4	15	13	8	3
Apr-05	14	3	3	2	4	15	12	9	4
May-05	14	3	3	2	4	16	12	10	4
Jun-05	15	3	3	1	5	16	12	10	4

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
HQ/BO/PMO	59	6
CESG	12	1
Field Acctg	162	18
Dept'l Acctg	149	16
Acctg System Dir	91	10



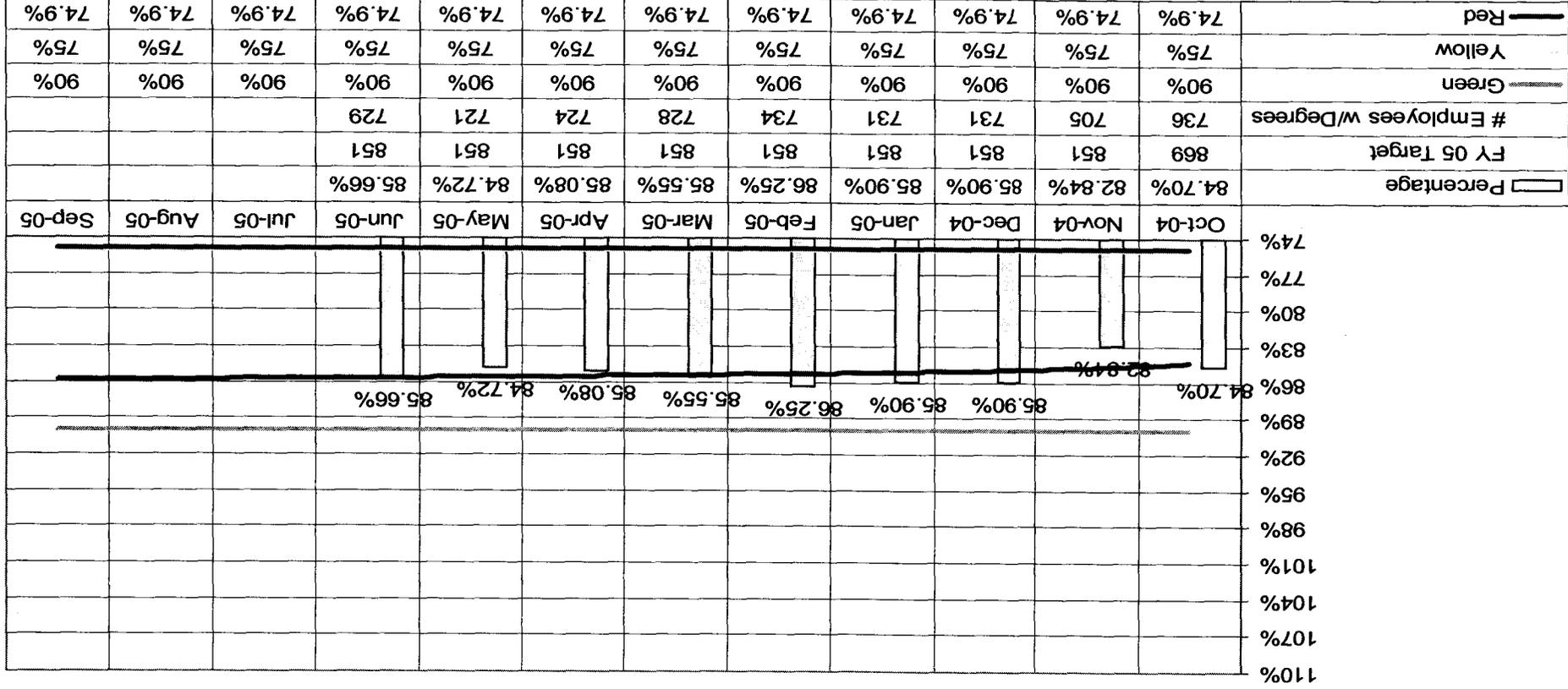
	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	8	5	21	20	10
Jan-05	7	5	22	21	13
Feb-05	7	5	26	18	15
Mar-05	8	4	24	18	18
Apr-05	10	3	21	19	16
May-05	14	3	23	19	17
Jun-05	14				19

12/22/2005

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning

Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = $\geq 75\%$ to $< 90\%$ of target goal
 Red = Less than 75% of target goal



The FY05 target/goal/base number is 42% of the September 2004 end strength shown on the Flash Report.
 The count of 736 for Sept included 31 employees in Disbursing.

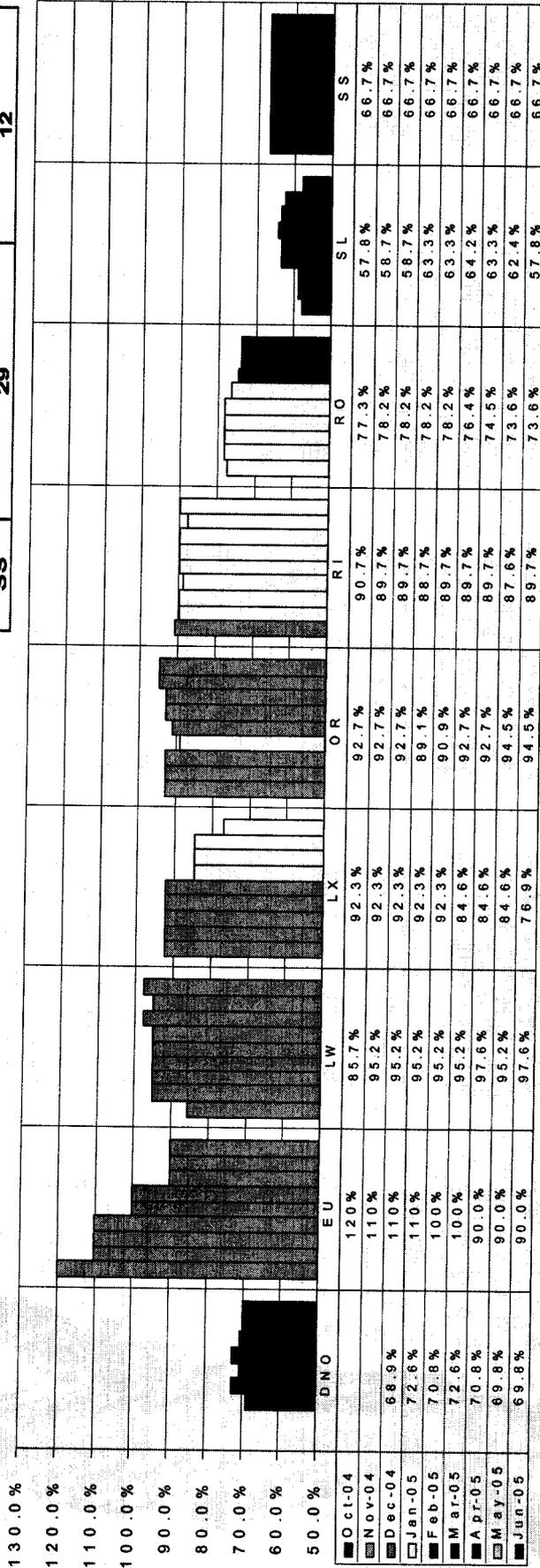


BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

	Sep 04 End Strength	Target/Goal (42%)
DNO	253	106
EU	23	10
LW	101	42
LX	31	13
OR	132	55
RO	231	97
SL	263	110
SS	259	109
	29	12



	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	12	36	12	51	88	85	63	8
Nov-04	N/R	11	40	12	51	87	86	64	8
Dec-04	73	11	40	12	51	87	86	64	8
Jan-05	77	11	40	12	49	86	86	69	8
Feb-05	75	10	40	12	50	87	86	69	8
Mar-05	77	10	40	11	51	87	84	70	8
Apr-05	75	9	41	11	51	87	82	69	8
May-05	74	9	40	11	52	85	81	68	8
Jun-05	74	9	41	10	52	87	81	63	8

12/22/2005

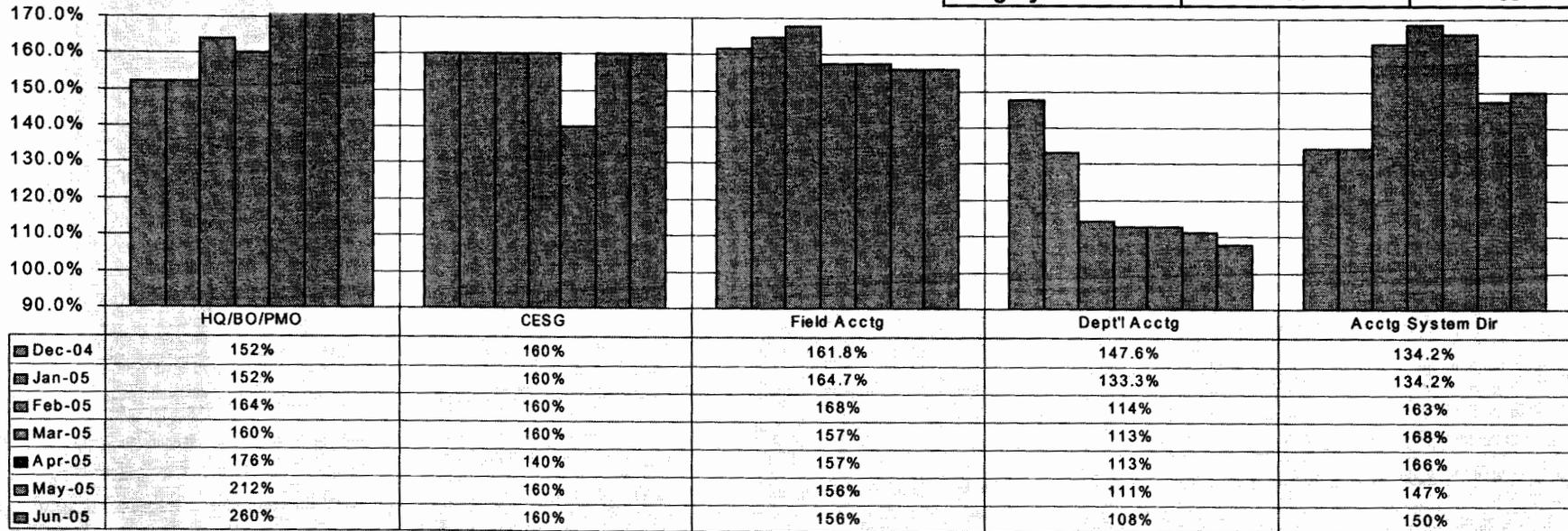
Integrity - Service - Innovation

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

BSC #548		
	Sep 04 End Strength	Target/Goal (42%)
HQ/BO/PMO	59	25
CESG	12	5
Field Acctg	162	68
Dept'l Acctg	149	63
Acctg System Dir	91	38

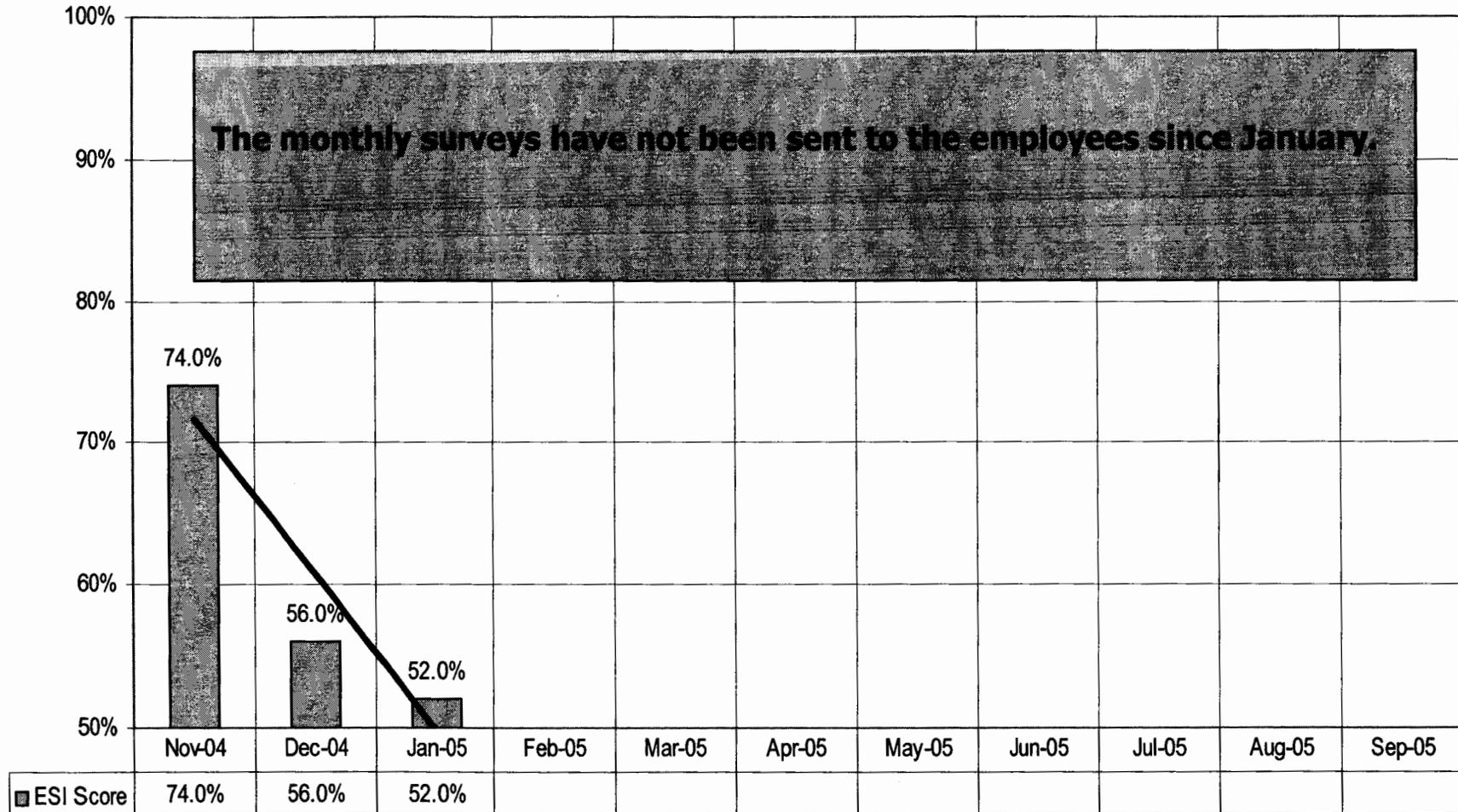


	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	38	8	110	93	51
Jan-05	38	8	112	84	51
Feb-05	41	8	114	72	62
Mar-05	40	8	107	71	64
Apr-05	44	7	107	71	63
May-05	53	8	106	70	56
Jun-05	65	8	106	68	57

BSC #614: Monthly Employee Satisfaction
Perspective: Growth and Learning



Objective: Employee satisfaction should not fluctuate more than 5% from month to month.
Target: This measure does not receive a rating. It is used as an internal monitoring tool.

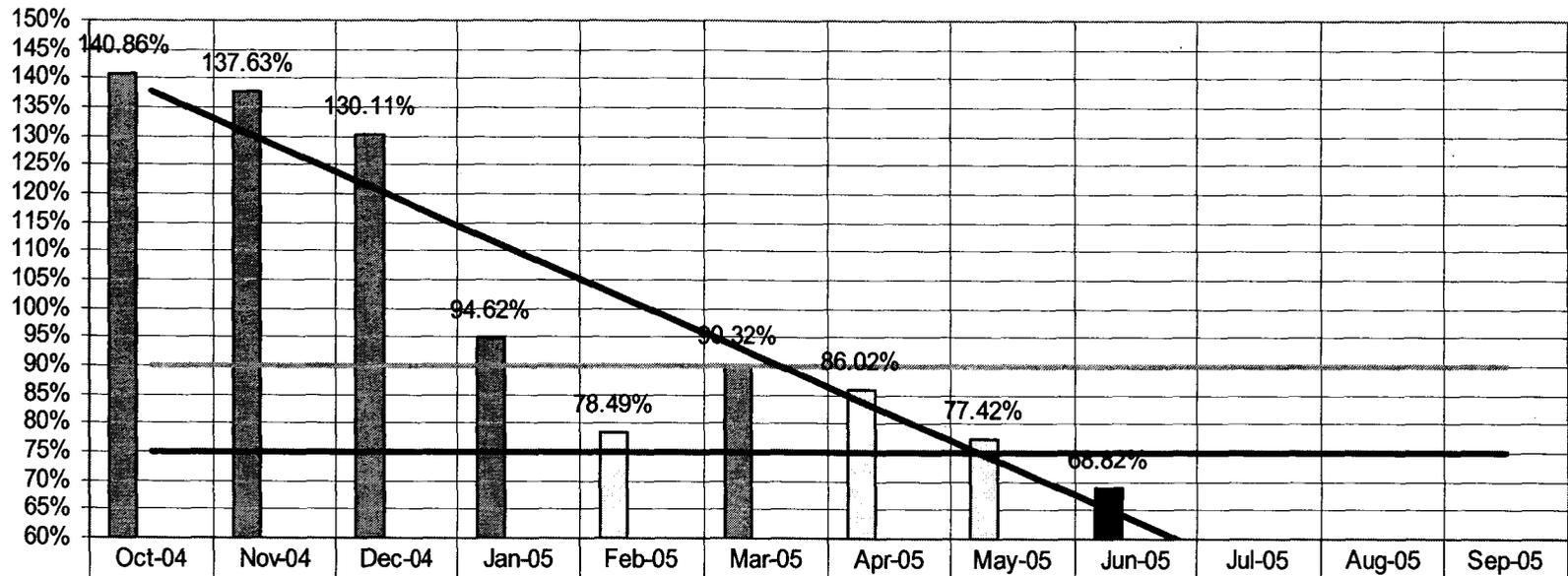


BSC #625: Employees in Developmental Assignments - Accounting Services
Perspective: Growth and Learning



Objective: Enhance breadth of employee competence
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75% of target goal



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	140.86%	137.63%	130.11%	94.62%	78.49%	90.32%	86.02%	77.42%	68.82%			
Target/Base	93	93	93	93	93	93	93	93	93			
Total # in DA	131	128	121	88	73	84	80	72	64			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

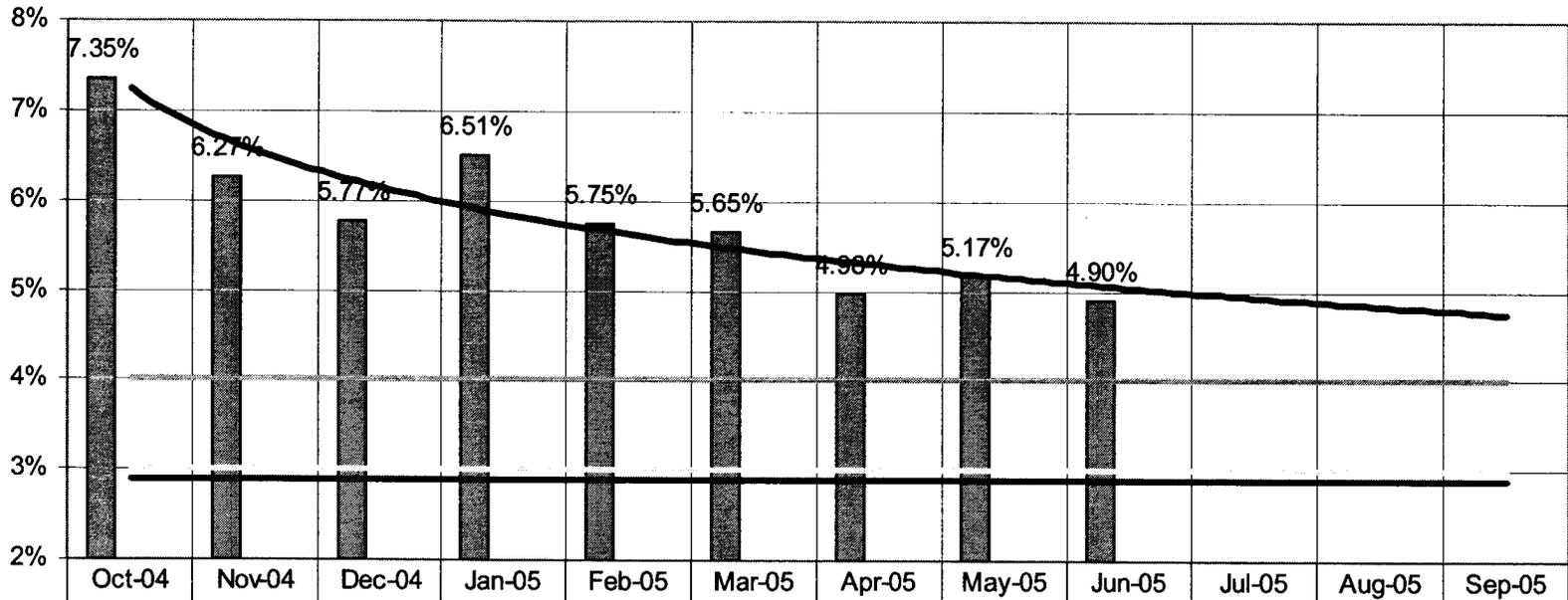
The FY05 target/goal/base number is 4.5% of the September 2004 end strength shown on the Flash Report.

Unique #1: Utilization of Overtime Usage
Target: Use up to 4% Overtime in Lieu of Requesting Additional Workyears



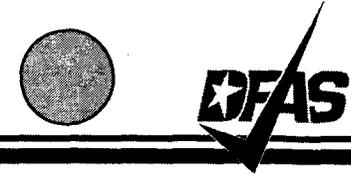
-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$



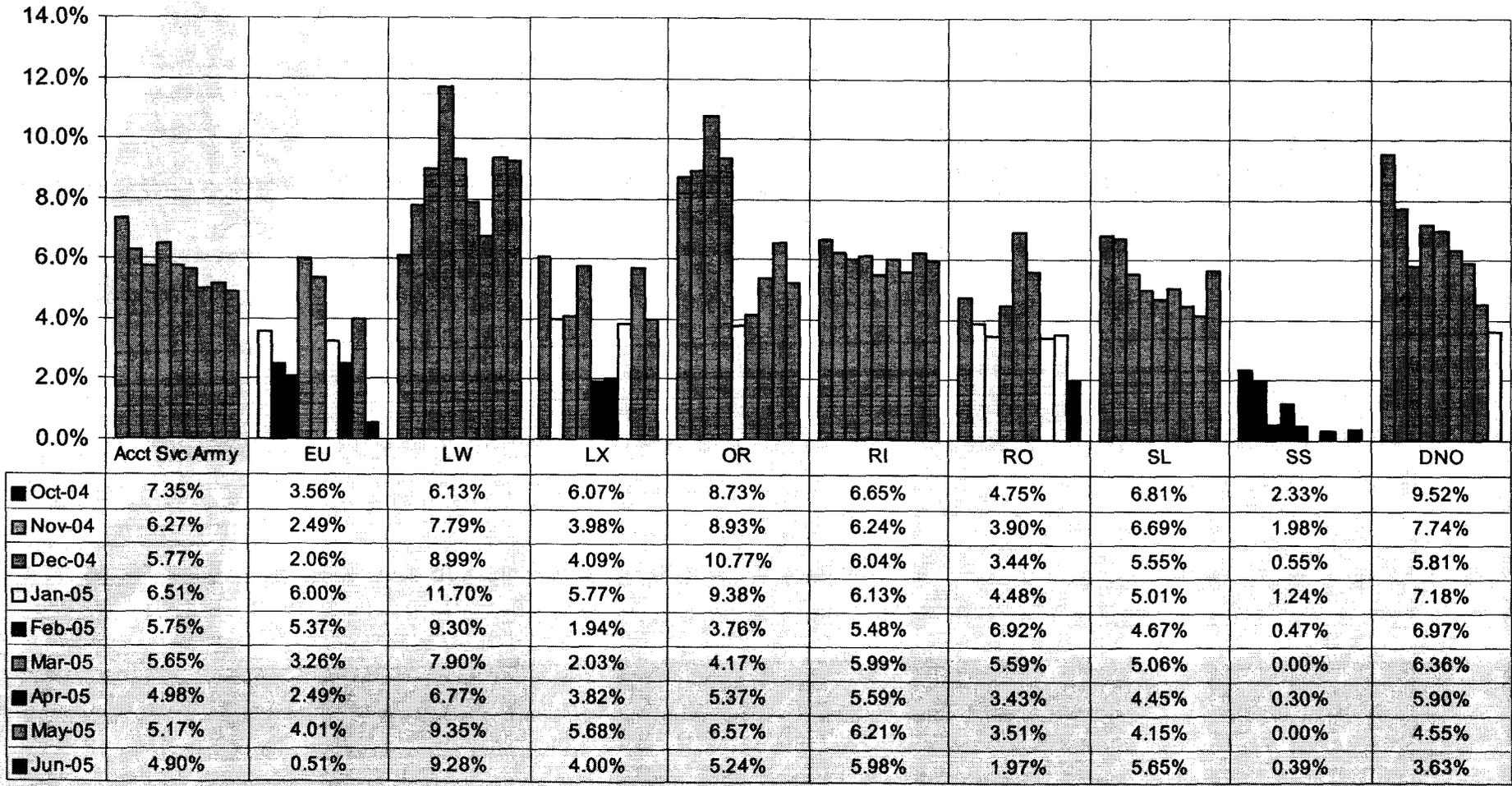
	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	7.35%	6.27%	5.77%	6.51%	5.75%	5.65%	4.98%	5.17%	4.90%			
Prod Hrs	219,646	195,377	207,438	222,504	261,165	222,804	346,695	221,135	214,718			
O/T Hrs	16,143	12,250	11,968	14,475	15,017	12,585	17,253	11,427	10,530			
Green	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Yellow	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Red	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

Unique #1: Utilization of Overtime Usage



-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$

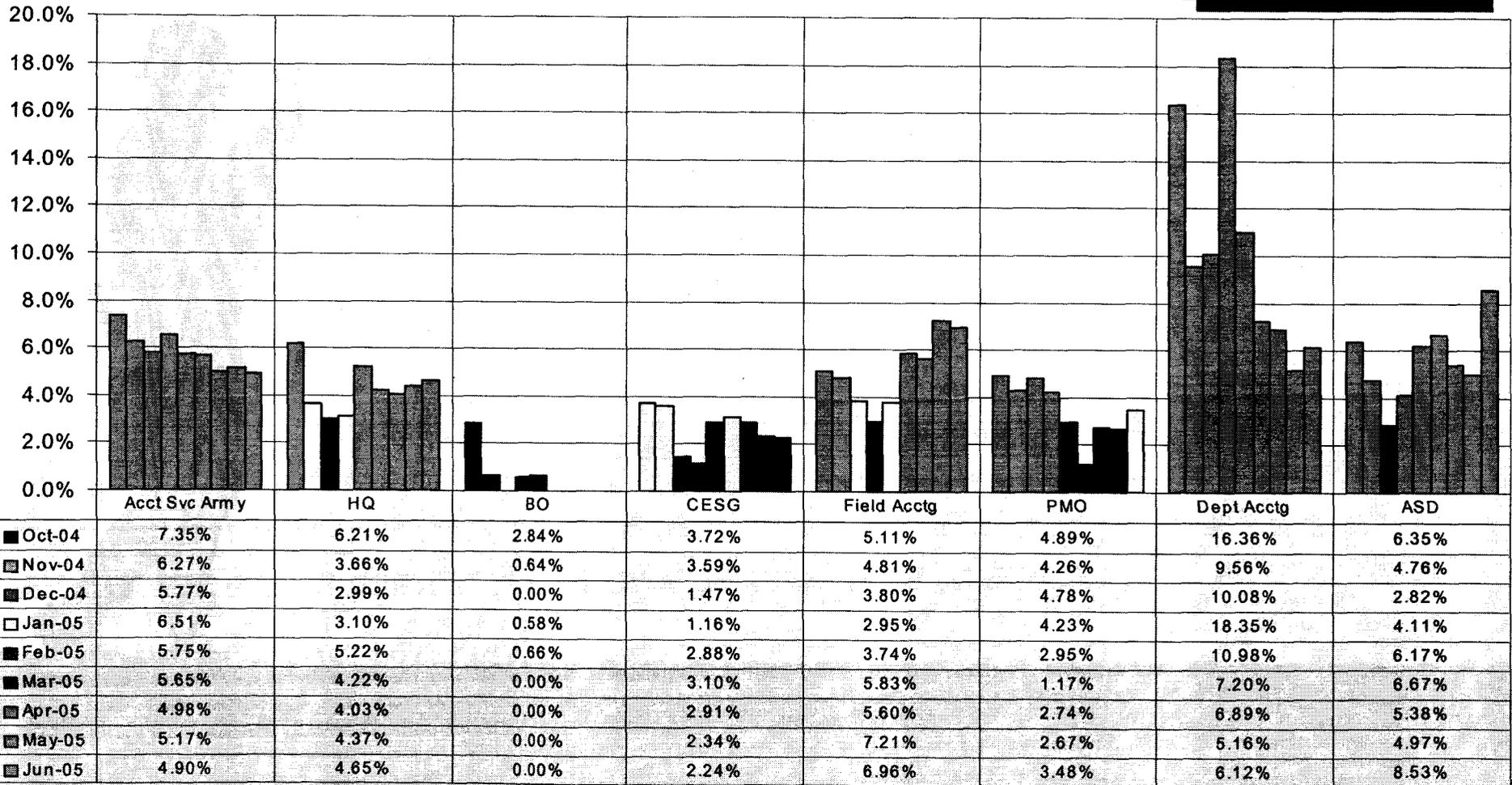


Unique #1: Utilization of Overtime Usage



-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$

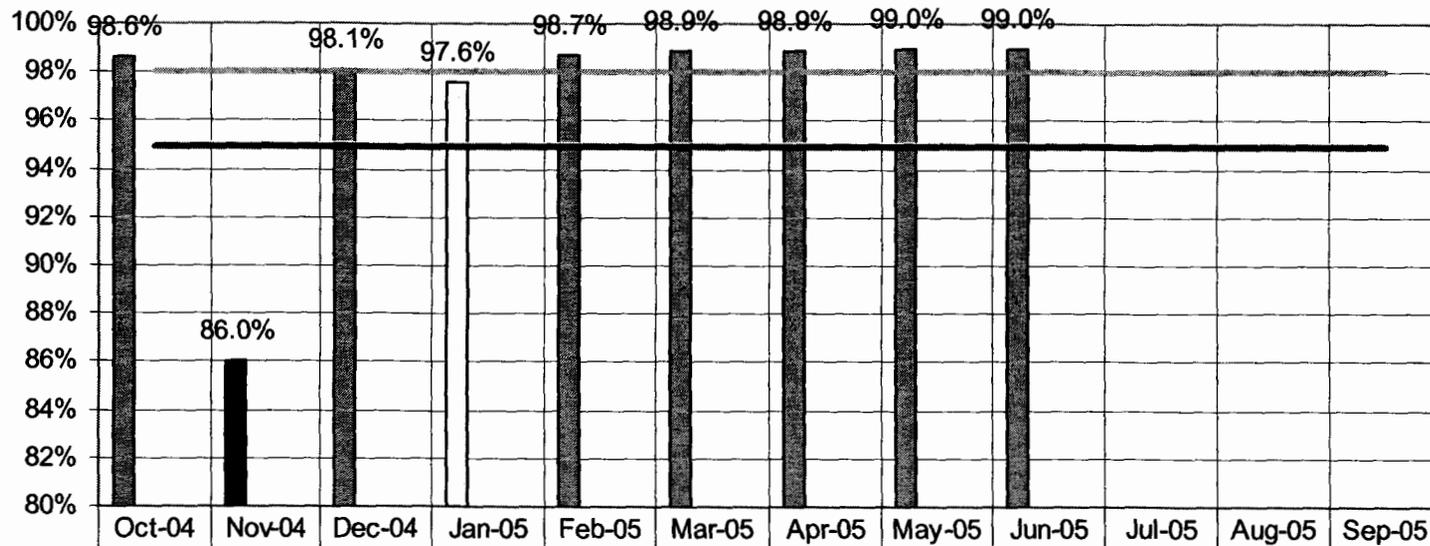




Unique #2: Accuracy of Field Site Report Submissions

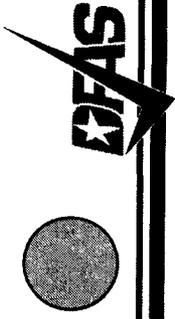
Target: FY2004-Receive Budget Execution, General Ledger, and Expenditure Report Feeds from the Field Sites >98% Accurate

Green = 98% or above
 Yellow = 97.9% - 95%
 Red = 94.9% & below



Combined Accuracy Rate	98.6%	86.0%	98.1%	97.6%	98.7%	98.9%	98.9%	99.0%	99.0%			
Status Accuracy Rate	98.5%	82.8%	97.7%	97.2%	98.5%	98.8%	98.7%	98.9%	98.9%			
GL Accuracy Rate	99.0%	99.2%	99.2%	99.4%	99.2%	99.2%	99.0%	98.8%	99.0%			
Exp Accuracy Rate	99.6%	99.5%	99.6%	99.6%	99.6%	99.7%	99.7%	99.8%	99.7%			
Green	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%	98%
Yellow	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%	95.0%
Red	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%	94.9%

Data is reported one month in arrears. For example, Dec 04 represents November EOM data.



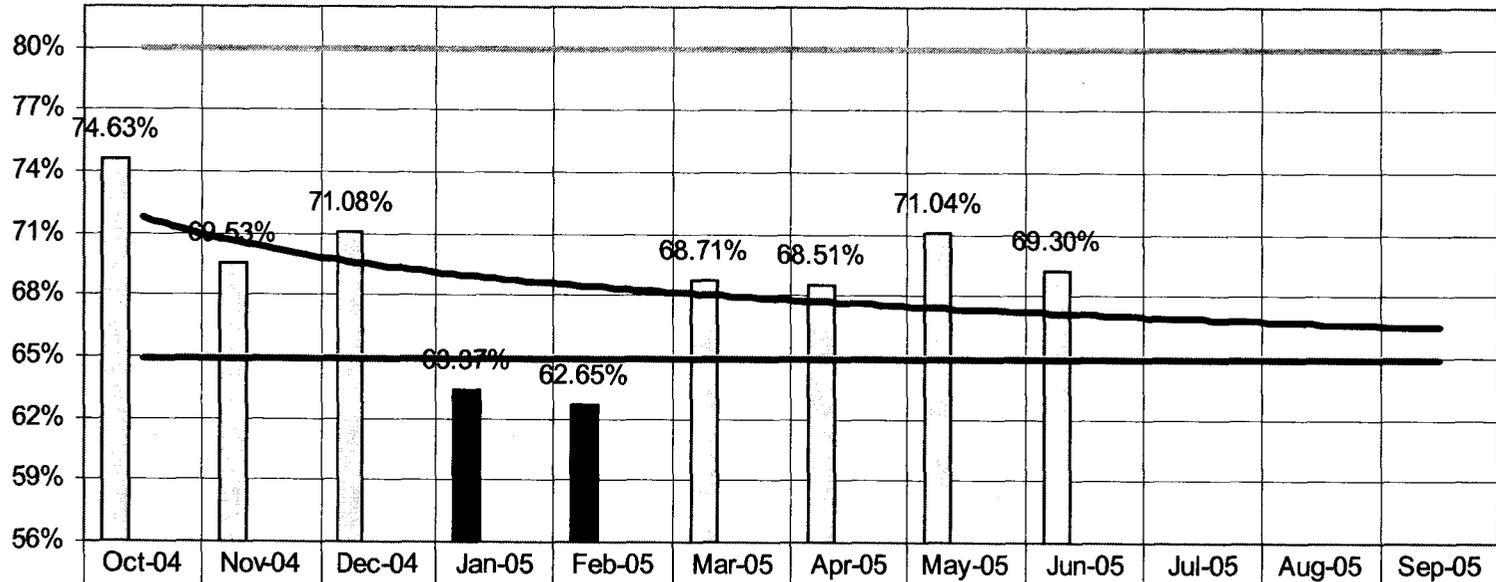
Unique #2: Accuracy of Field Site Report Submissions

	Status		Accur %		GL		Exp		Accur %		All		Status	
	Errors	Trans	%	Trans	Errors	Trans	Errors	Trans	%	Errors	Trans	%	Errors	Trans
Accounting Services, Army	0	0	100.0%	0	0	0	3	2,737	99.9%	3	2,737	99.9%	3	2,737
DCD Accounting	180	45,367	99.6%	4	1,142	99.6%	9	9,978	99.9%	193	56,487	99.7%	193	56,487
DFAS Europe	33	28,656	99.9%	5	554	99.1%	2	685	99.7%	40	29,895	99.9%	40	29,895
DFAS-Pacific	503	69,658	99.3%	0	878	100.0%	2	1,776	99.9%	505	72,312	99.3%	505	72,312
DFAS-Lawton	108	14,571	99.3%	5	142	96.5%	0	1	100.0%	113	14,714	99.2%	113	14,714
DFAS-Lexington	284	67,451	99.6%	14	797	98.2%	6	1,988	99.7%	304	70,236	99.6%	304	70,236
DFAS-Rome	1,315	174,636	99.2%	10	1,634	99.4%	19	18,723	99.9%	1,344	194,993	99.3%	1,344	194,993
DFAS-Seaside	222	15,491	98.6%	1	215	99.5%	14	554	97.5%	237	16,260	98.5%	237	16,260
Directorate for Network Operations	1,067	122,522	99.1%	10	1,766	99.4%	16	5,665	99.7%	1,093	129,953	99.2%	1,093	129,953
Directorate for Network Operations - SC	104	2,139	95.1%	0	0	100.0%	0	0	100.0%	104	2,139	95.1%	104	2,139
Japan	12	8,034	99.9%	0	0	100.0%	1	825	99.9%	13	8,859	99.9%	13	8,859
Korea	158	35,995	99.6%	0	0	100.0%	4	2,378	99.8%	162	38,373	99.6%	162	38,373
Military Pay Accounting	974	7,007	86.1%	0	0	100.0%	24	1,965	98.8%	998	8,972	88.9%	998	8,972
National Guard Bureau	4,753	224,767	97.9%	0	0	100.0%	0	0	100.0%	4,753	224,767	97.9%	4,753	224,767
Corps of Engineers	448	97,561	99.5%	16	1,665	99.0%	5	5,177	99.9%	469	104,403	99.6%	469	104,403
DFAS-Omaha	538	1,743	69.1%	40	151	73.5%	0	0	100.0%	578	1,894	69.5%	578	1,894
DFAS-Rock Island	1,494	164,481	99.1%	20	1,849	98.9%	10	69,184	100.0%	1,524	235,514	99.4%	1,524	235,514
DFAS-San Antonio	1,002	112,200	99.1%	0	978	100.0%	24	3,474	99.3%	1,026	116,652	99.1%	1,026	116,652
DFAS-St. Louis	2,151	159,973	98.7%	15	2,301	99.3%	77	77,825	99.9%	2,243	240,099	99.1%	2,243	240,099
NSA	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0
Transportation & Settlements	0	0	100.0%	13	1,025	98.7%	0	0	100.0%	13	1,025	98.7%	13	1,025
DFAS-Cleveland	0	0	100.0%	0	0	100.0%	101	1,691	94.0%	101	1,691	94.0%	101	1,691
DFAS-Pennacola	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0
Finance & Accounting Offices	0	0	100.0%	6	547	98.9%	0	0	100.0%	6	547	98.9%	6	547
GSA	0	0	100.0%	0	0	100.0%	43	10,679	99.6%	43	10,679	99.6%	43	10,679
Defense Threat Reduction Agency	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0
State Department	0	0	100.0%	0	0	100.0%	218	932	76.6%	218	932	76.6%	218	932
Tech Research Institute	0	0	100.0%	0	0	100.0%	1	37	97.3%	1	37	97.3%	1	37
Treasury	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0	100.0%	0	0
TOTAL ACCOUNTING SERVICES, ARMY	15,346	1,352,252	98.9%	159	15,644	99.0%	579	216,274	99.7%	16,084	1,584,170	99.0%	16,084	1,584,170

Unique #3 : Customer Index
Target: Achieve 80%

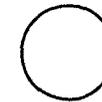


Green = $\geq 80\%$
 Yellow = $\geq 65\%$ and $< 80\%$
 Red = $< 65\%$



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	74.63%	69.53%	71.08%	63.37%	62.65%	68.71%	68.51%	71.04%	69.30%			
Total Possible Points	3410	3430	3440	3440	3440	3180	3160	3160	3160			
Actual Score	2545	2385	2445	2180	2155	2185	2165	2245	2190			
Green	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Yellow	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%	65%
Red	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%	64.9%

Unique #3 : Customer Index



FY 2005 Monthly Customer Index
July 2005 Report from June 2005 Data

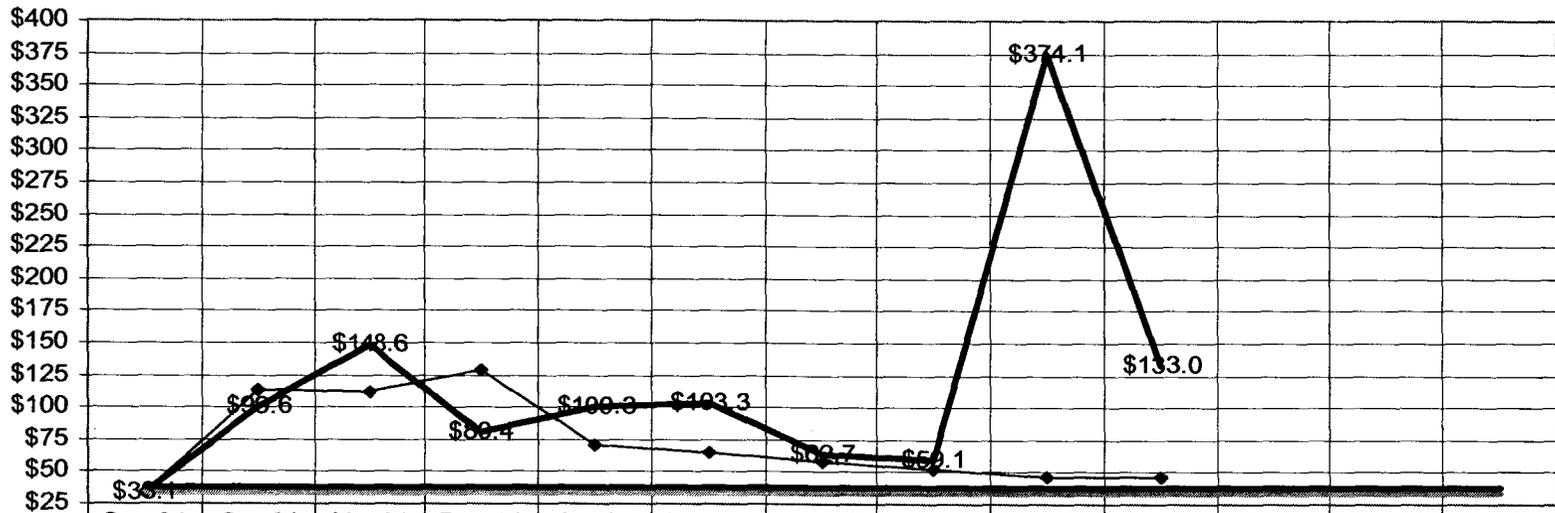
CI #	Measure	Weight	DN	EU	LW	LX	OR	RO	SS	JP	PC	SA	RI	SL	Total
1	Delmar Timeliness	1				N/A									
2	Prior Year Funding	2	N/R												
3	Current Year Funding	2	N/R												
4	Status CER Variances (reporting one month)	3													
5a	Delinquent Receivables (Non-Public)	3				15									210
5b	Delinquent Receivables (Public)	3					15								255
6a	ULO - Closing Year Appropriations	3	Reported but not Rated												
6b	Other - Closing Year Appropriations	3	Reported but not Rated												
7	ULO - Expired Year Appropriations	2	Reported but not Rated												
8	TDY Advances	2	Reported but not Rated												
9	Status Reports	1				N/A									
10	Credit Accounts Receivables	2													180
11	Credit Unfilled Orders	2											10		230
12	Refunds Receivable - Travel Related	1				N/A		N/A			N/A				
13	Refunds Receivable - Vendor Pay Related	1									5				
14	SSF Credit Tracking	1											N/A	N/A	80
15	Credit Accounts Payable	2													160
16	Credit Undelivered Orders	2													200
17	Prob Disb > 120 days	3													240
18	Refunds Receivable - Other Debt	1													90
19	Refunds Receivable - Intra Govt Debt	1						5						N/A	95
	Number of items rated	21	15	15	15	14	15	15	14	15	14	15	14	13	15
	Actual Score		220	190	150	165	235	186	140	270	138	230	190	160	2190
	Total Possible Score		270	270	270	240	270	270	280	270	280	270	280	260	3180
	Percentage Achieved			70.37%				68.52%							69.30%

Unique #4: PMI #178 - Reduction of NULOs



Target: Reduce NULOS 10% from the September 2003 goal

Green = at or below goal
 Yellow = 1% - 15% above goal
 Red = 15% above goal



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
FY 2005 Goal	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1
Green	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1	\$33.1
Yellow	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4	\$33.4
Red	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0	\$38.0
Current Month Bal	\$33.1	\$99.6	\$148.6	\$80.4	\$100.3	\$103.3	\$62.7	\$59.1	\$374.1	\$133.0			
Monthly Plan	\$33.1	\$113.0	\$112.0	\$128.0	\$71.0	\$65.0	\$58.0	\$51.4	\$46.4	\$46.4			

Note: Numbers are in millions.

Each activity has a monthly plan in order to meet the FY 2005 goal. The rating of green/yellow/red (Met and Not Met) is based on the current month balance compared to the monthly plan.

Unique #4: PMI #178 - Reduction of NULO's



DATE	Rept Month	IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
Sep-04	Sep-04	Met/\$33.1	N/A	Met/\$1.2	Met/\$5.1	Met/\$0	Met/\$3	Met/\$0		Met/\$2.7	Met/\$25	Met/\$.1
Oct-04	Oct-04	Met/\$99.0	N/A		Met/\$2		Met/\$3	Met/\$4		Met/\$3		
Nov-04	Nov-04		N/A		Met/\$1		Met/\$7	Met/\$1		Met/\$0	Met/\$5	
Dec-04	Dec-04	Met/\$0	N/A		Met/\$0		Met/\$5	Met/\$1		Met/\$1	Met/\$4	
Jan-05	Jan-05		N/A							Met/\$1	Met/\$3	
Feb-05	Feb-05		N/A									
Mar-05	Mar-05		N/A									
Apr-05	Apr-05		N/A									
May-05	May-05		N/A								Met/\$3	
Jun-05	Jun-05		N/A				Met/\$2				Met/\$1	

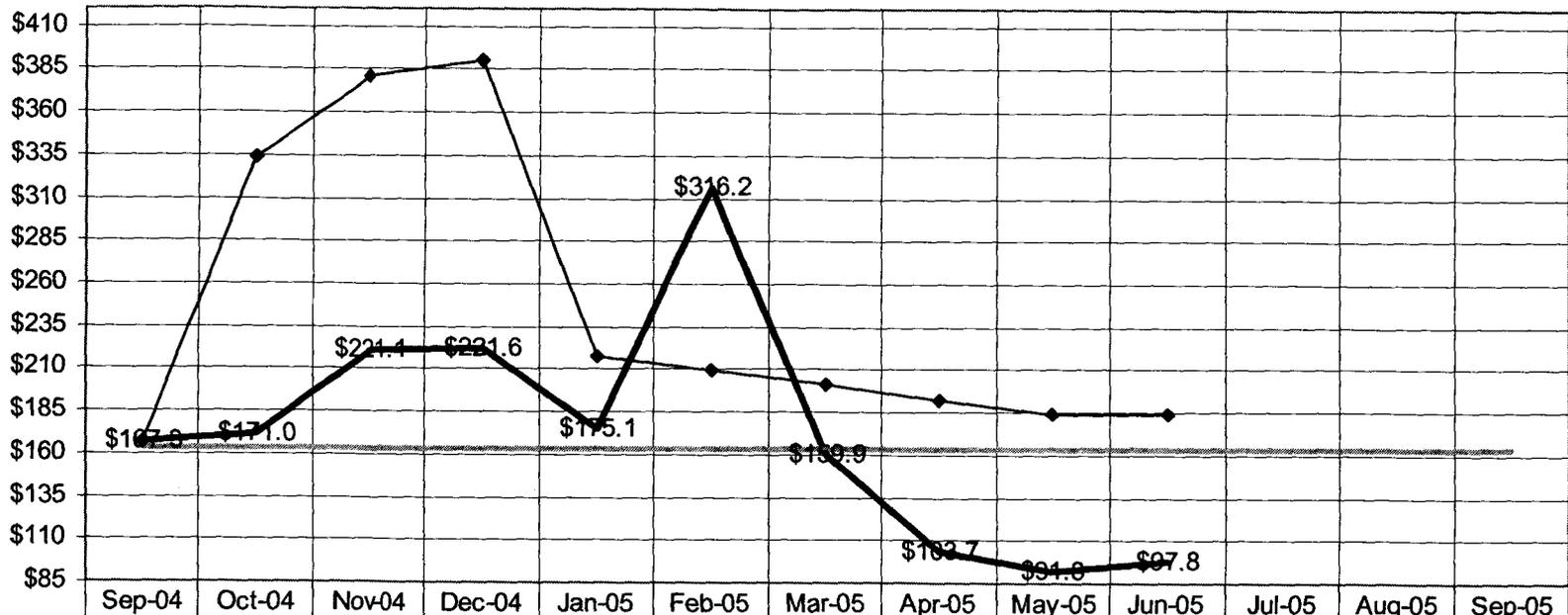
DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04	N/A		Met/\$0	Met/\$0	N/A	Met/\$0	Met/\$0	Met/\$0	Met/\$0	N/A
Oct-04	Oct-04	N/A		Met/\$0	Met/\$0	N/A	Met/\$0	Met/\$1	Met/\$0	Met/\$0	N/A
Nov-04	Nov-04	N/A		Met/\$0	Met/\$0	N/A		Met/\$2	Met/\$0	Met/\$0.5	N/A
Dec-04	Dec-04	N/A		Met/\$0	Met/\$0	N/A		Met/\$1	Met/\$0	Met/\$0	N/A
Jan-05	Jan-05	N/A		Met/\$0	Met/\$0	N/A				Met/\$0	N/A
Feb-05	Feb-05	N/A		Met/\$0	Met/\$0	N/A		Met/\$4	Met/\$0		N/A
Mar-05	Mar-05	N/A		Met/\$0	Met/\$0	N/A		Met/\$5	Met/\$0		N/A
Apr-05	Apr-05	N/A		Met/\$0	Met/\$0	N/A		Met/\$3	Met/\$0		N/A
May-05	May-05	N/A		Met/\$7	Met/\$0	N/A		Met/\$3	Met/\$0	Met/\$0	N/A
Jun-05	Jun-05	N/A		Met/\$0	Met/\$0	N/A		Met/\$3	Met/\$0		N/A

Note: Numbers are in millions. N/Met stands for Not Met.

Unique #5: PMI #179 - Maintain Unmatched Disbursements (UMDs) Balance



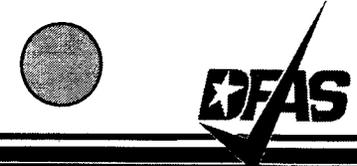
Target: Maintain or reduce UMDs by September 2005, using the FY 2004 year-end balance as the baseline. This is measured in absolute dollars.



	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
FY 2005 Goal	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7
Green	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7	\$163.7
Red	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8	\$163.8
— Current Month Bal	\$167.3	\$171.0	\$221.1	\$221.6	\$175.1	\$316.2	\$159.9	\$103.7	\$91.8	\$97.8			
— Monthly Plan	\$167.3	\$333.1	\$380.6	\$390.1	\$217.5	\$209.1	\$200.8	\$192.4	\$184.0	\$184.0			

Note: Numbers are in millions.

Each activity has a monthly plan in order to meet the FY 2005 goal. The rating of green/red (Met and Not Met) is based on the current month balance compared to the monthly plan.



Unique #5: PMI #179 - Reduction of UMDs

DATE	Rept Month	IN	Dept'l	DNO	EUR	LW	LX	OR	RO	RI	SL	SS
Sep-04	Sep-04	Met\$167.3	Met\$3	Met\$3	Met\$2	Met\$0	Met\$0.03	Met\$0.003	Met\$3	Met\$31	Met\$114	Met\$0
Oct-04	Oct-04	Met\$171	Met\$2	Met\$4			Met\$0.06	Met\$0.6	Met\$33	Met\$26	Met\$95	Met\$2
Nov-04	Nov-04	Met\$221	Met\$2	Met\$5	Met\$4	Met\$2	Met\$0.04	Met\$0.6	Met\$25	Met\$23	Met\$124	Met\$0.05
Dec-04	Dec-04	Met\$221	Met\$2	Met\$11	Met\$3		Met\$0.02	Met\$0.3	Met\$10	Met\$27	Met\$130	Met\$0
Jan-05	Jan-05	Met\$175	Met\$1.8				Met\$0.03			Met\$23	Met\$103	
Feb-05	Feb-05		Met\$2				Met\$0.0			Met\$3	Met\$67	
Mar-05	Mar-05	Met\$150.3	Met\$0.4				Met\$0.0			Met\$0.7	Met\$2.4	
Apr-05	Apr-05	Met\$193.7	Met\$0.1		Met\$0.7					Met\$0.1	Met\$0.5	
May-05	May-05	Met\$91.6	Met\$1		Met\$0.4					Met\$0.6	Met\$0.2	
Jun-05	Jun-05	Met\$97.4	Met\$2		Met\$0.1		Met\$0.005			Met\$0.2	Met\$0.4	

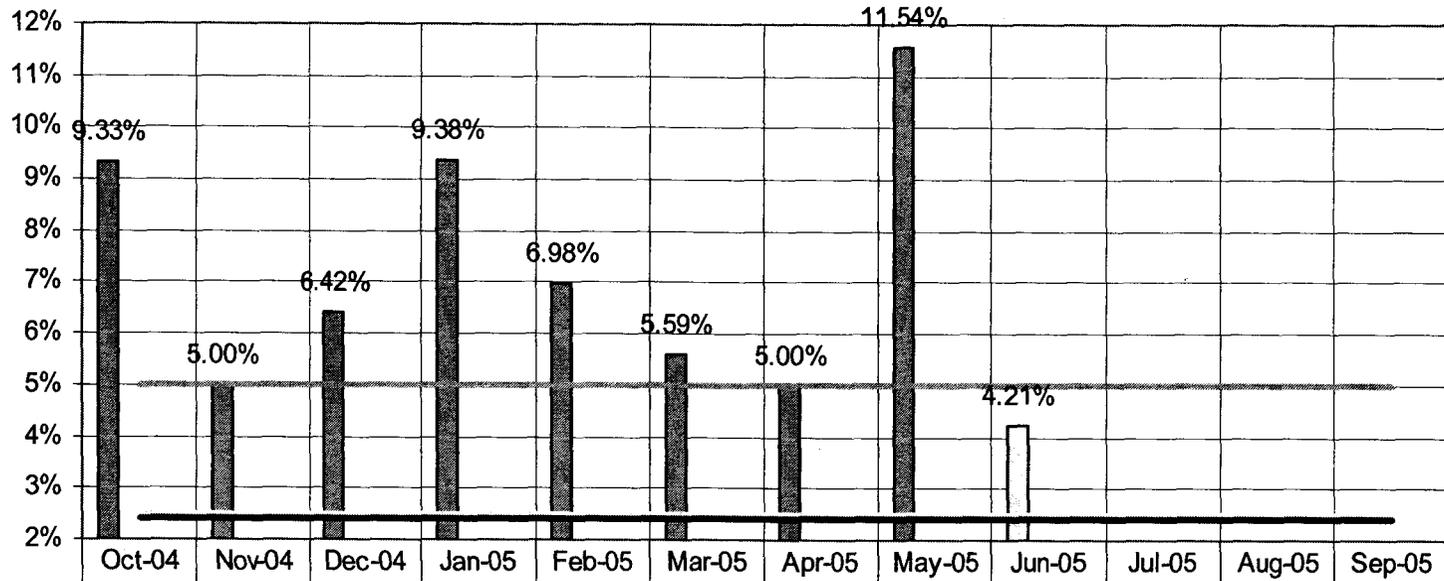
DATE	Rept Month	MP	NG	NOR	OM	COE	PAC	SA	JA	KO	TP
Sep-04	Sep-04			Met\$0	Met\$0	Met\$0.01	Met\$0.01	Met\$0.05	Met\$0		
Oct-04	Oct-04			Met\$0	Met\$0	Met\$0.0	Met\$0.02	Met\$0.5	Met\$0.2		
Nov-04	Nov-04			Met\$0	Met\$0.003	Met\$0.01	Met\$0.02	Met\$0.5	Met\$0.01		
Dec-04	Dec-04		Met\$0.2	Met\$0.5	Met\$0	Met\$0.01	Met\$0.02		Met\$0.01		
Jan-05	Jan-05		Met\$0	Met\$0	Met\$0.0004	Met\$0.004	Met\$0			Met\$0.7	Met\$0
Feb-05	Feb-05		Met\$0	Met\$0	Met\$0.0001	Met\$0.001	Met\$0.002			Met\$0	Met\$0.004
Mar-05	Mar-05		Met\$0.2	Met\$0.9	Met\$0.00	Met\$0.0003			Met\$0	Met\$0.1	Met\$0.005
Apr-05	Apr-05		Met\$0	Met\$0	Met\$0	Met\$0.05			Met\$0	Met\$0.1	Met\$0
May-05	May-05		Met\$0	Met\$0	Met\$0.3		Met\$0.01			Met\$0.2	Met\$0
Jun-05	Jun-05		Met\$0.1	Met\$0	Met\$0	Met\$0.006	Met\$0.002			Met\$0.4	Met\$0

Note: Numbers are in millions. N/Met stands for Not Met.

Unique 6: Non Monetary Recognition Program
Target: 5% of end strength per month



Green = $\geq 5\%$
 Yellow = $>2.5\%$ and $< 5\%$
 Red = $< 2.5\%$



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	9.33%	5.00%	6.42%	9.38%	6.98%	5.59%	5.00%	11.54%	4.21%			
Indpls Ctr End Strength	697	689	685	682	673	662	645	641	641			
Target	35	34	34	34	34	33	32	32	32			
# of Recognitions	65	34	44	64	47	37	32	74	27			
Green	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%
Yellow	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Red	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%	2.4%

Unique 6: Non Monetary Recognition Program



Green = ≥ 5%
 Yellow = >2.5% and < 5%
 Red = < 2.5%

Month	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	FY 05 YTD Average
Acctg Svs, Army	65	34	44	64	47	37	32	74	27	47
%	9.33%	4.93%	6.42%	9.38%	6.98%	5.69%	5.00%	11.54%	4.21%	7.05%
ASD	9	17	0	0	0	0	0	43	3	8
%	12.50%	23.94%						56.50%	3.95%	10.33%
Departmental Acctg	7	0	4	45	19	4	3	8	6	11
%	4.70%		2.76%	31.69%	14.84%	3.20%		6.45%	5.60%	9.05%
DNO	20	17	5	17	14	22	20	7	18	16
%	7.91%	6.83%		6.67%	5.56%	6.73%	6.13%	2.92%	7.63%	6.25%
Field Acctg	28	0	34	1	13	10	5	12	0	11
%	15.30%		18.68%		7.30%	5.81%	3.03%	7.64%		6.82%
CESG	0	0	1	1	1	0	2	3	0	1
%			10.00%	9.09%	9.09%		20.00%	33.33%		8.51%
HQS/PMO/BO	1	0	0	0	0	1	2	1	0	1
%	3.57%					4.55%	9.52%	2.86%		
Agency Wide FS									0	0
%										
Audit & Compliance									0	0





2004 CPBL Customer Satisfaction Results

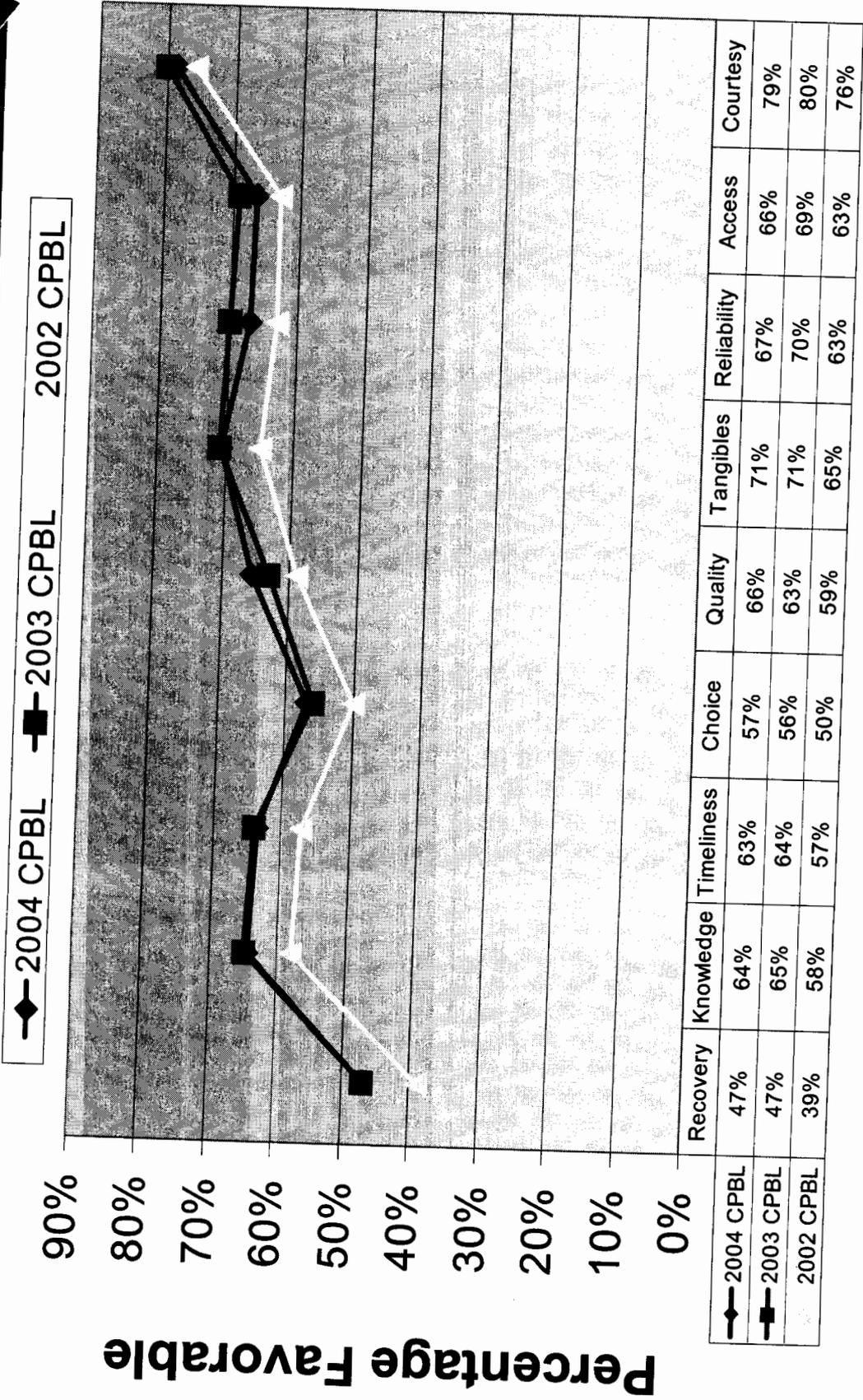
**Centralized Customer Service
Directorate**

November 16, 2004

Integrity - Innovation - Service

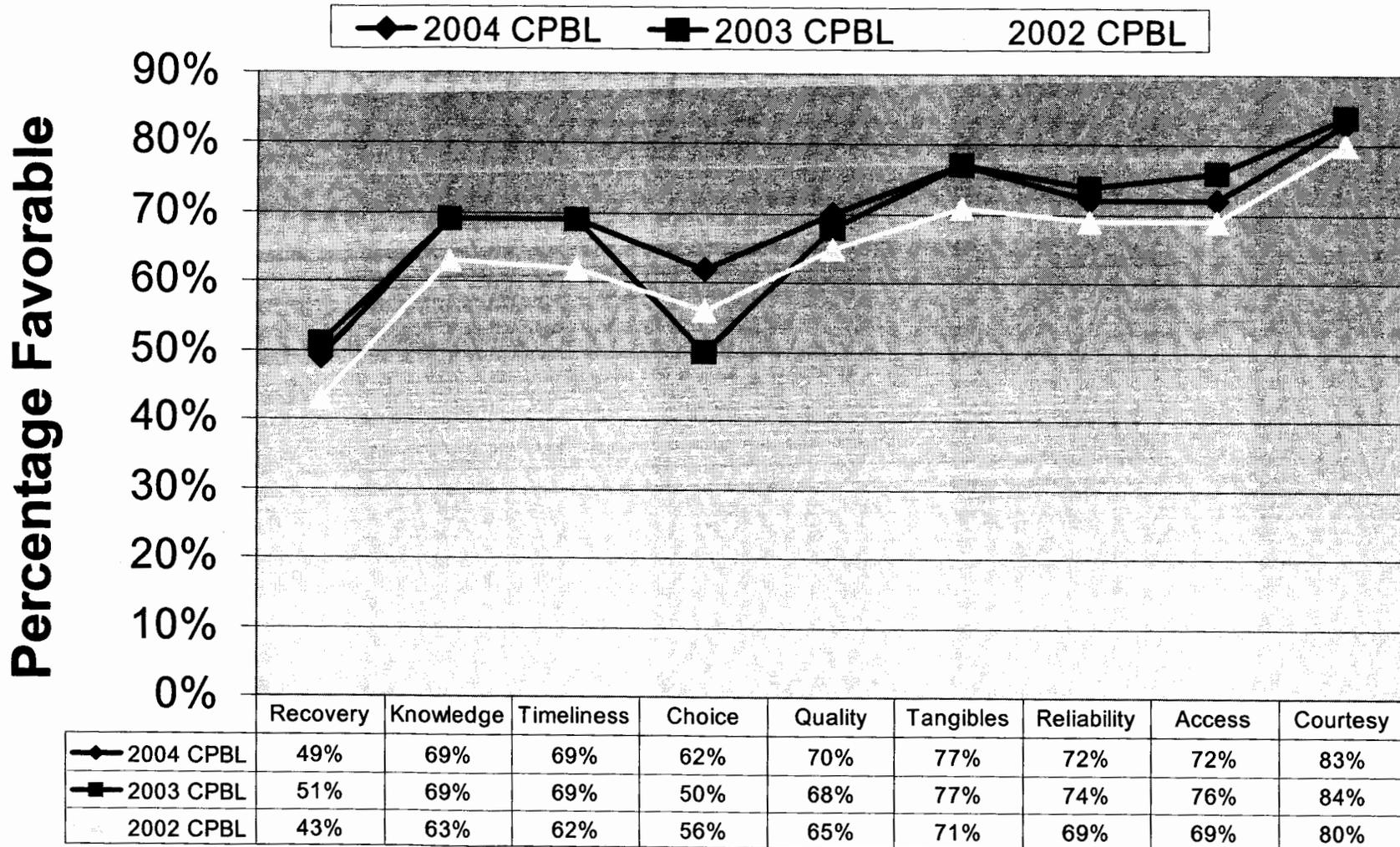


CPBL Customer Satisfaction Results



Note: Data includes Contractor/Vendor and PMO/FM Responses

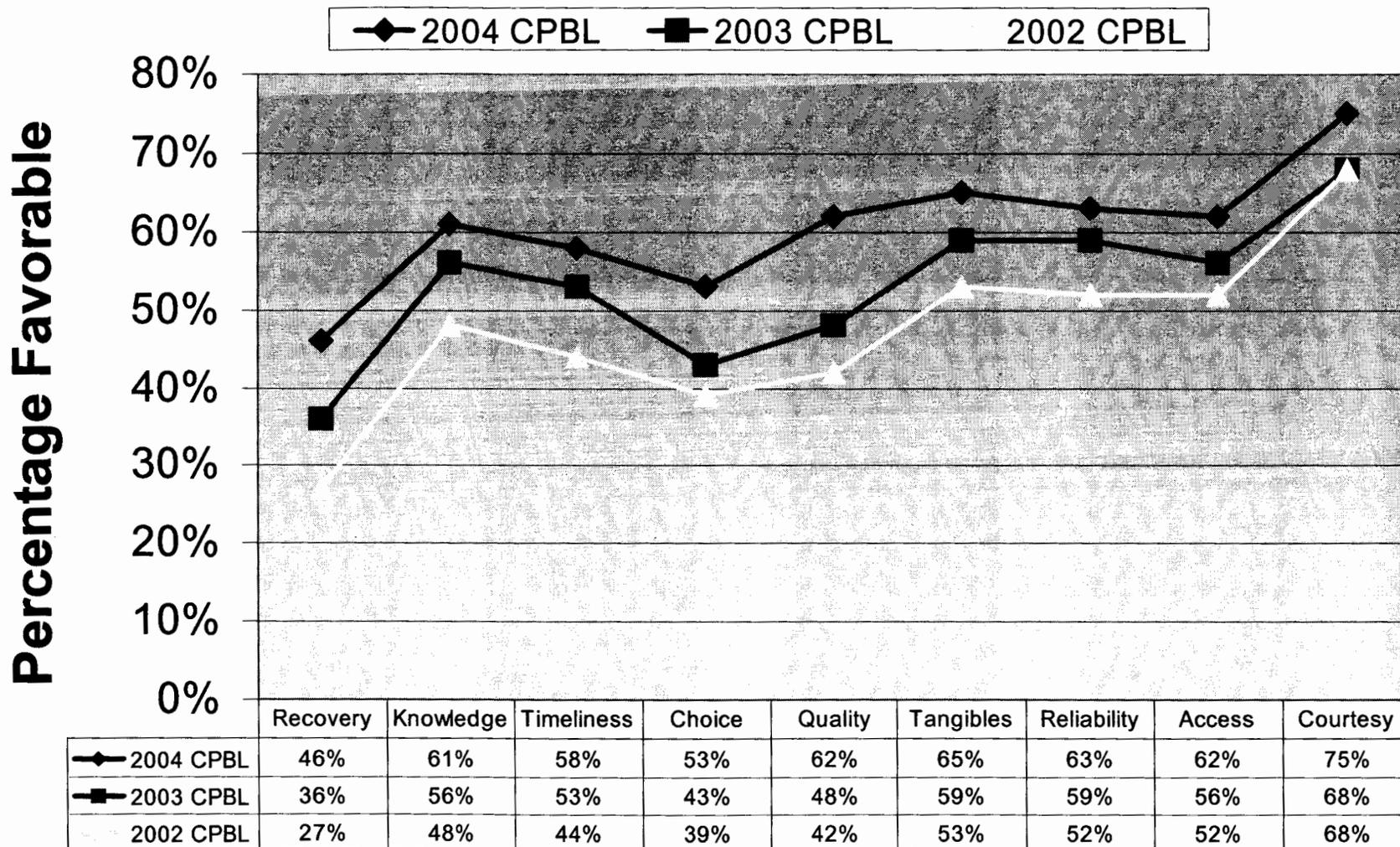
CP Customer Satisfaction Results



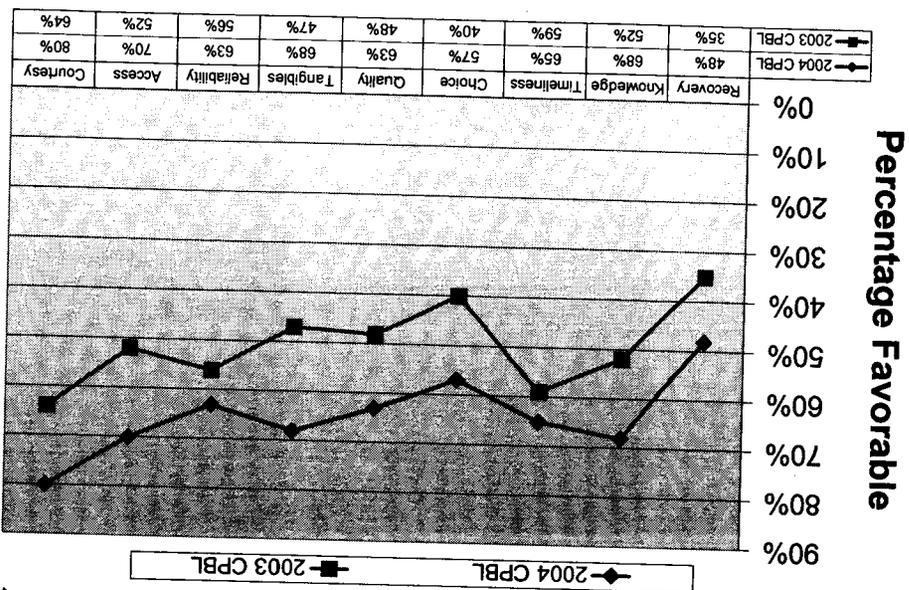
Note: Data includes Contractor and PMO Responses



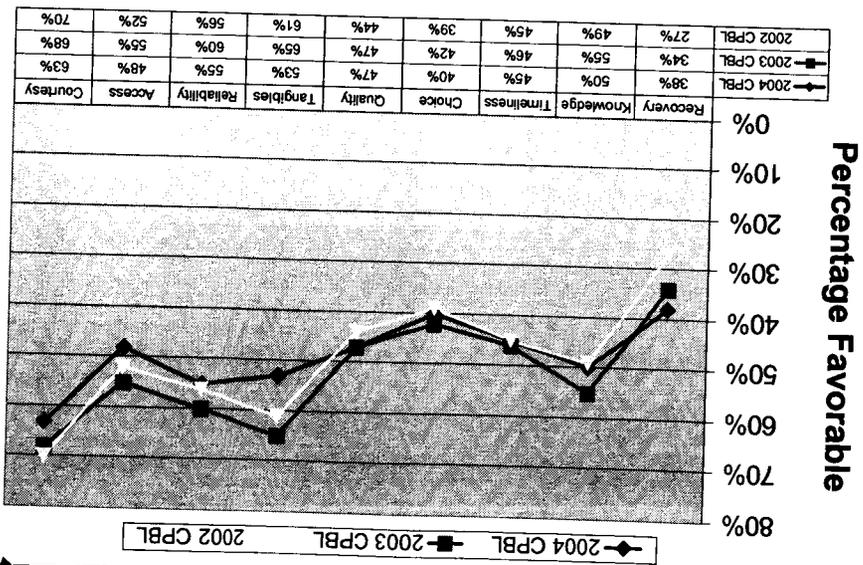
VP Customer Satisfaction Results



Note: Data includes Vendor and FM Responses



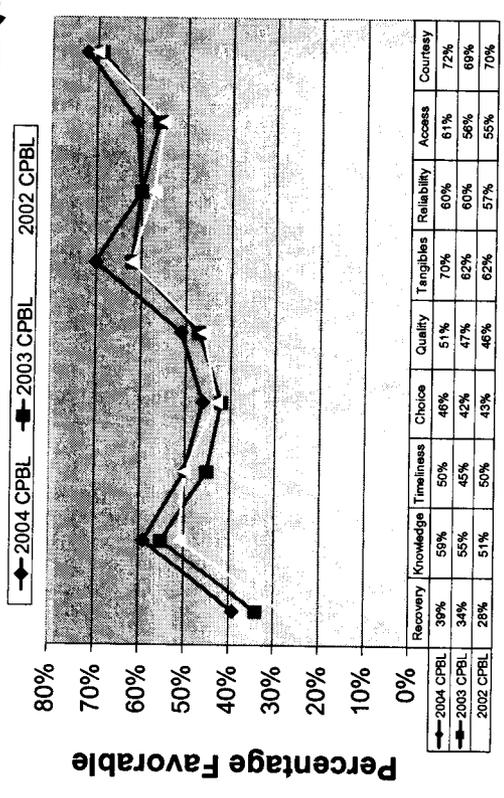
Navy FM Customer Satisfaction Results



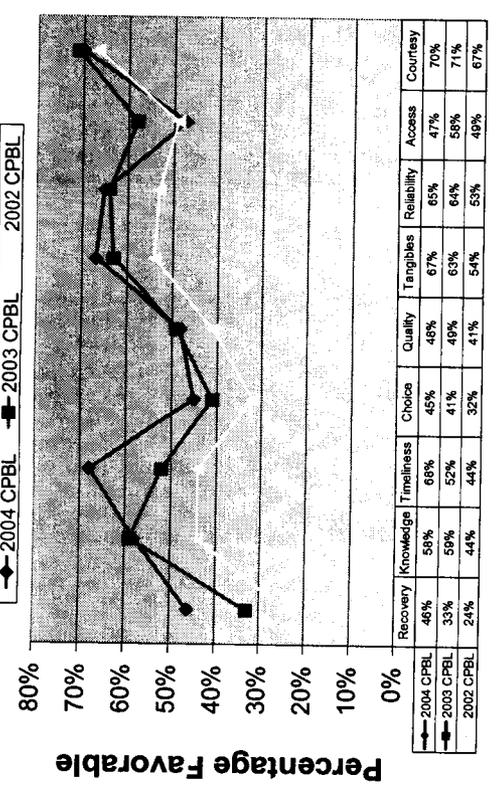
Navy Vendor Customer Satisfaction Results



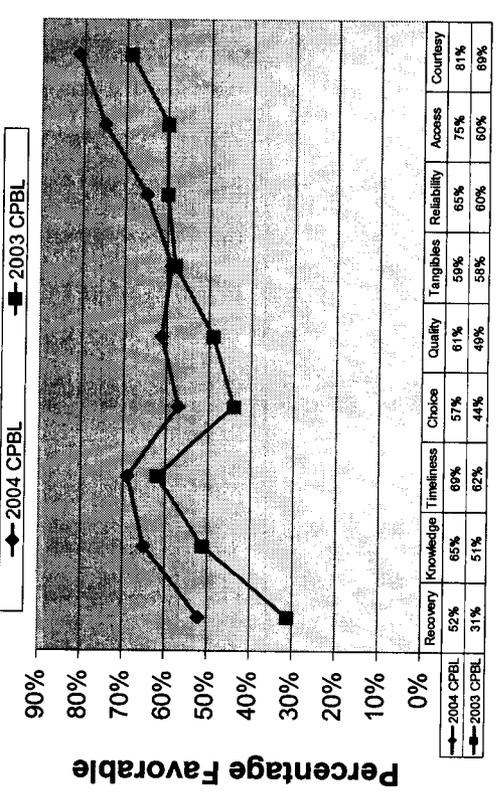
Charleston Vendor Customer Satisfaction Results



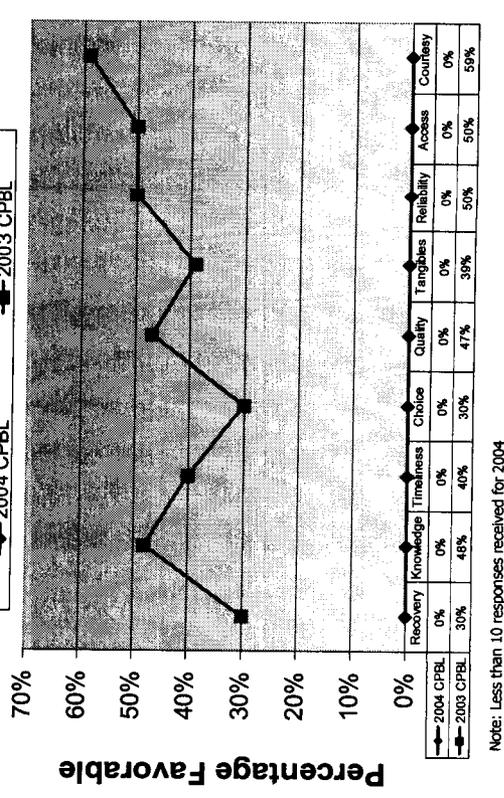
Cleveland Vendor Customer Satisfaction Results



Charleston FM Customer Satisfaction Results



Cleveland FM Customer Satisfaction Results

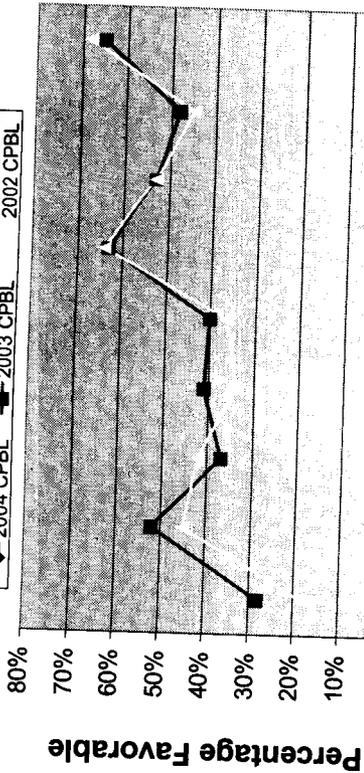


Note: Less than 10 responses received for 2004

Japan Vendor Customer Satisfaction Results



◆ 2004 CPBL ■ 2003 CPBL 2002 CPBL



Category	2004 CPBL	2003 CPBL	2002 CPBL
Recovery	0%	0%	0%
Knowledge	28%	52%	45%
Timeliness	18%	45%	42%
Choice	0%	41%	40%
Quality	0%	63%	64%
Tangibles	0%	53%	53%
Reliability	0%	48%	45%
Access	0%	65%	66%
Courtesy	0%	65%	66%

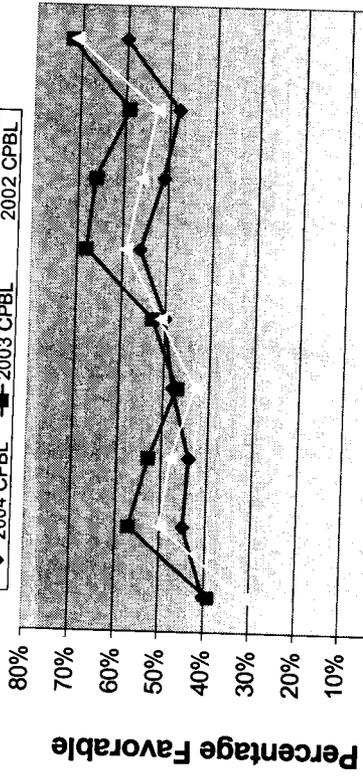
Note: Less than 10 responses received for 2004

No Data to Report

Norfolk Vendor Customer Satisfaction Results



◆ 2004 CPBL ■ 2003 CPBL 2002 CPBL

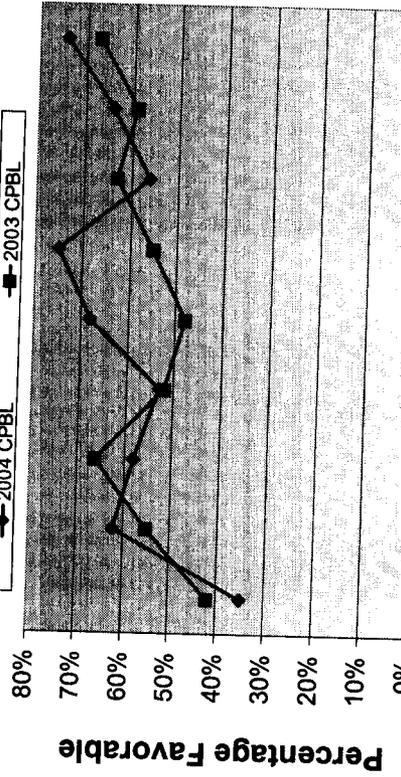


Category	2004 CPBL	2003 CPBL	2002 CPBL
Recovery	40%	45%	44%
Knowledge	38%	57%	53%
Timeliness	31%	50%	49%
Choice	48%	47%	43%
Quality	50%	55%	51%
Tangibles	56%	68%	59%
Reliability	51%	68%	56%
Access	48%	56%	53%
Courtesy	60%	72%	71%

Norfolk FM Customer Satisfaction Results

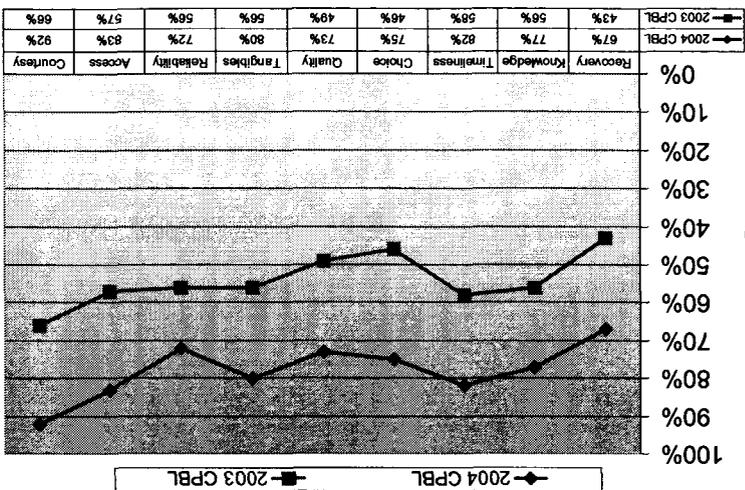


◆ 2004 CPBL ■ 2003 CPBL

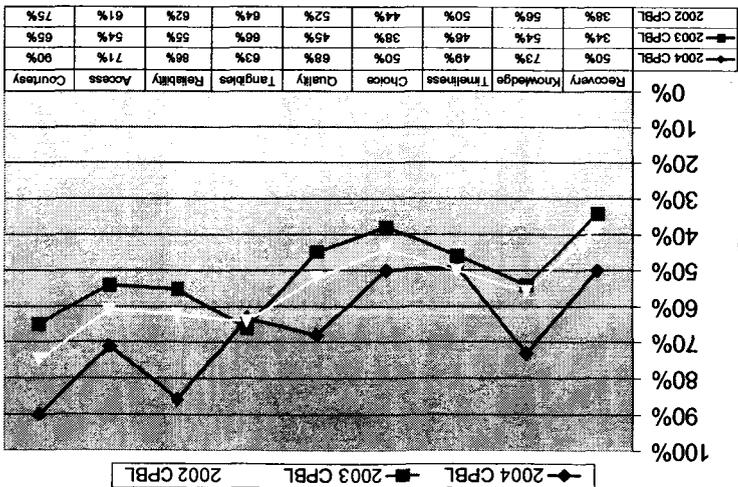


Category	2004 CPBL	2003 CPBL
Recovery	35%	62%
Knowledge	42%	55%
Timeliness	58%	66%
Choice	53%	52%
Quality	68%	48%
Tangibles	76%	55%
Reliability	56%	63%
Access	64%	58%
Courtesy	74%	67%

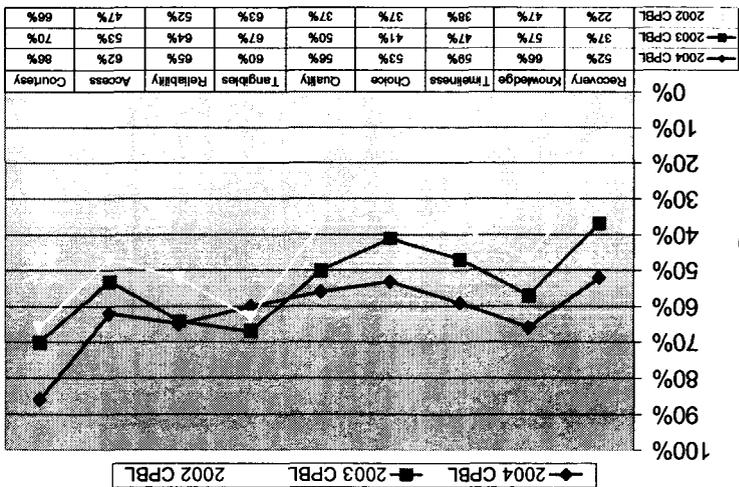
No Data to Report



Pensacola FM Customer Satisfaction Results



Honolulu Vendor Customer Satisfaction Results



Pensacola Vendor Customer Satisfaction Results



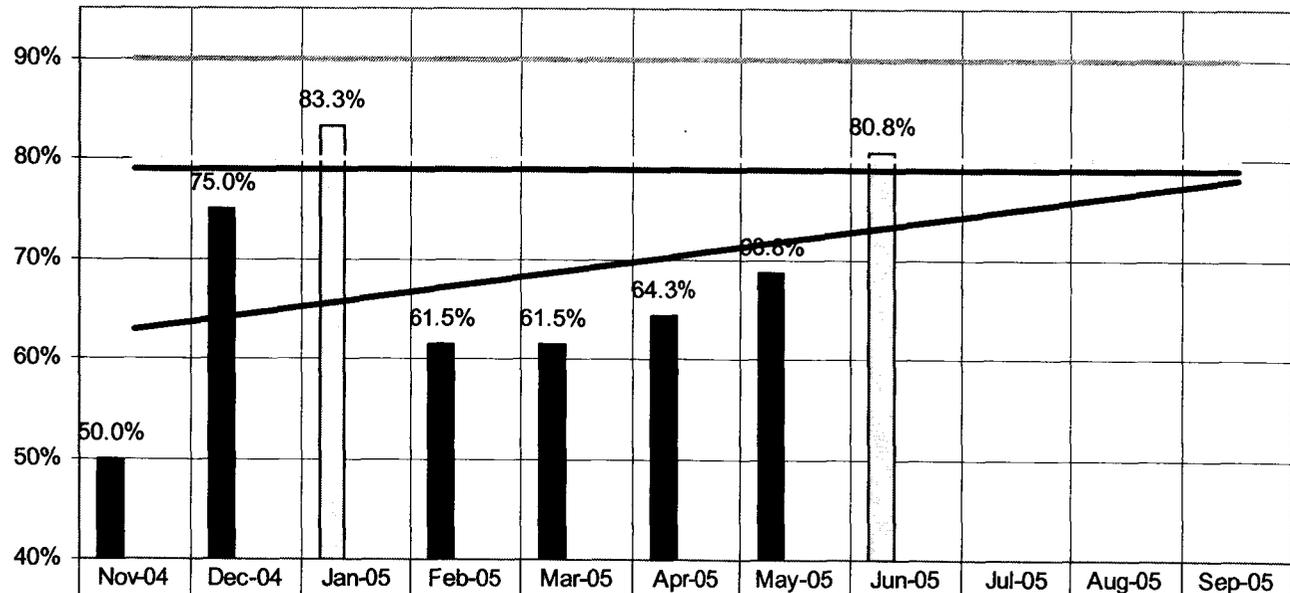


BSC #517: Audit Deficiencies Corrected
Perspective: Internal

Objective: Improve the quality (Accuracy & Timeliness) of Accounting Products, Services & Processes

Target: Correct 90% or above of all outstanding audits

Green = 90% or above
 Yellow = ≥ 80% to < 90%
 Red = Less than 80 %



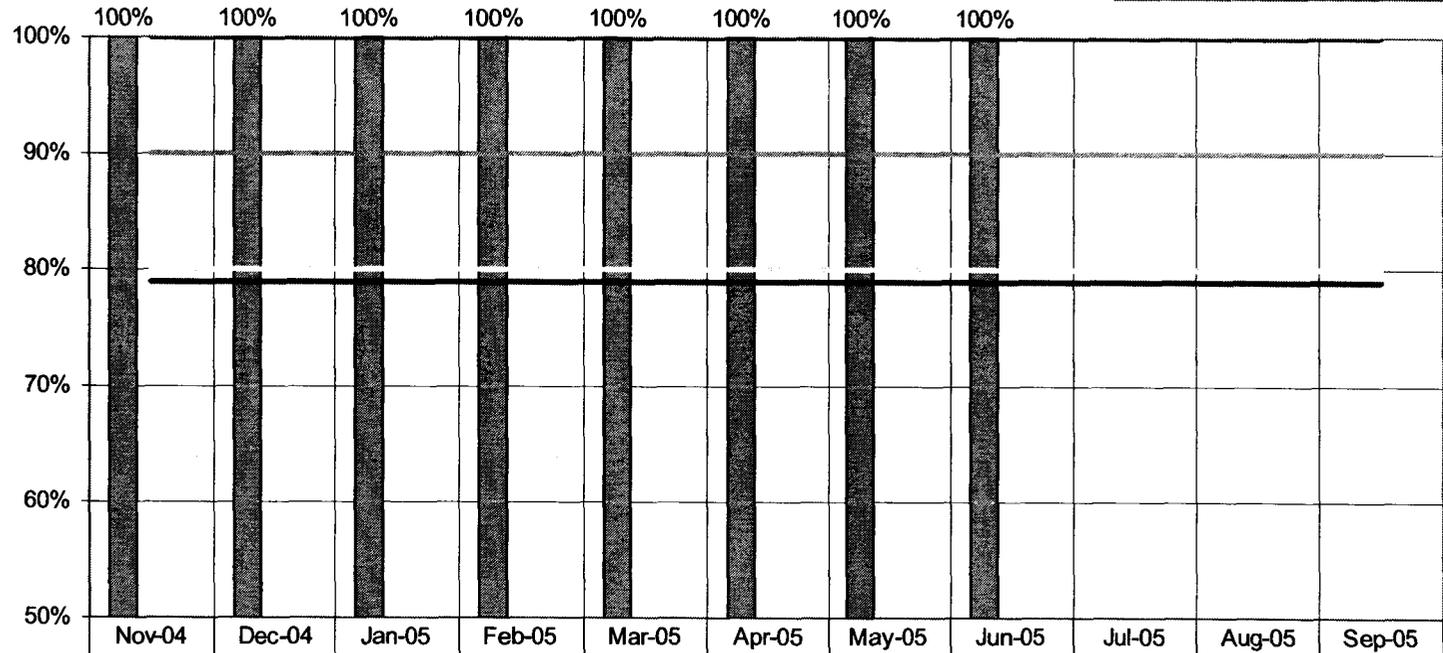
Percentage	50.0%	75.0%	83.3%	61.5%	61.5%	64.3%	68.8%	80.8%			
# of FYTD audit recommendations completed	2	3	5	8	8	9	11	21			
# of FYTD audit recommendations scheduled	4	4	6	13	13	14	16	26			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

BSC #531: FMFIA Material Weaknesses Corrected
Perspective: Internal



Objective: Improve Quality of Accounting Products, Services & Processes
Target: Achieve 90% of scheduled milestones

Green = 90% or above
 Yellow = $\geq 80\%$ to $< 90\%$
 Red = Less than 80 %



	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	100%	100%	100%	100%	100%	100%	100%	100%			
# of FYTD milestones completed	0	0	0	0	1	1	1	1			
# of FYTD milestones scheduled	0	0	0	0	1	1	1	1			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
Red	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%	79%

BSC #543: Fund Balance With Treasury (FBWT) Deficiency Rate

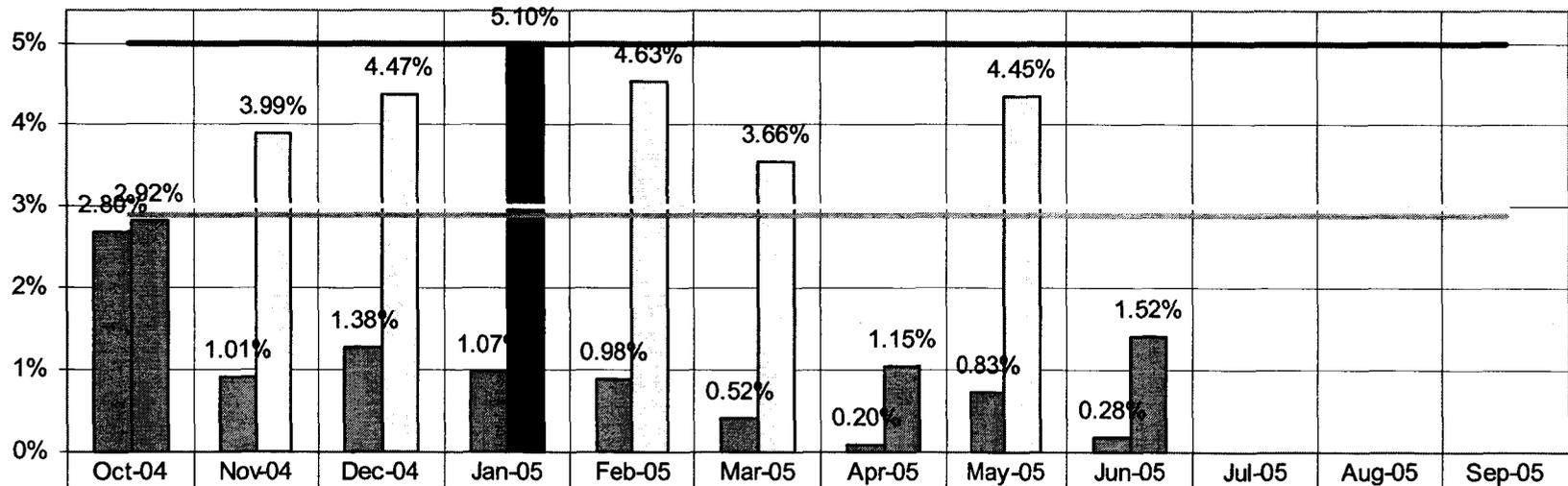
Perspective: Internal



Objective: Improve the auditability of FBWT

Target: Total deficiencies are 3% or less of the current FY month end FBWT amount (abs)

Green \leq 3%
 Yellow \Rightarrow 3% but \leq 5%
 Red $>$ 5%



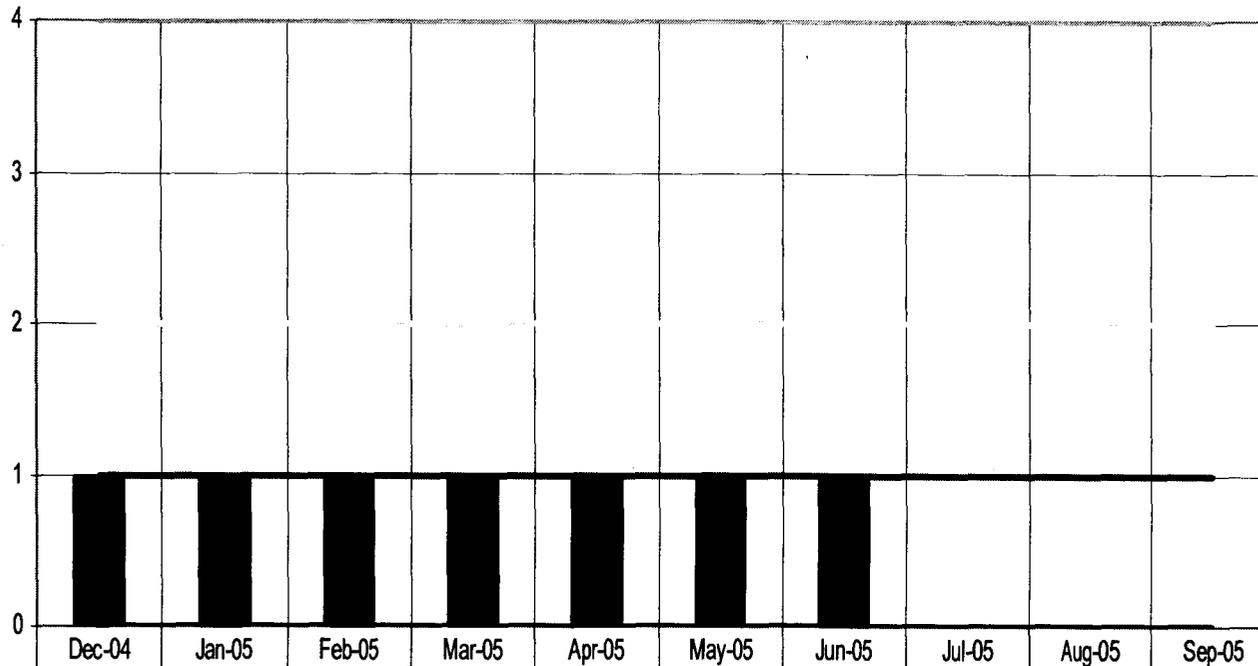
GF Percentage	2.80%	1.01%	1.38%	1.07%	0.98%	0.52%	0.20%	0.83%	0.28%			
WCF Percentage	2.92%	3.99%	4.47%	5.10%	4.63%	3.66%	1.15%	4.45%	1.52%			
Green	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Yellow	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%	3.1%
Red	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%	5.1%

BSC #630: Innovative Business Practices - Accounting
Perspective: Internal



Objective: Encourage innovation within DFAS
Target: ABL- 24 IBPs approved by the end of FY05. Army - 4 approved by the end of FY05

Green = ≥ 4 Approved
 Yellow = < 4 but ≥ 2
 Red = Less than 2



	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Approved	0	0	0	0	0	0	0			
Green	4	4	4	4	4	4	4	4	4	4
Yellow	2	2	2	2	2	2	2	2	2	2
Red	1	1	1	1	1	1	1	1	1	1

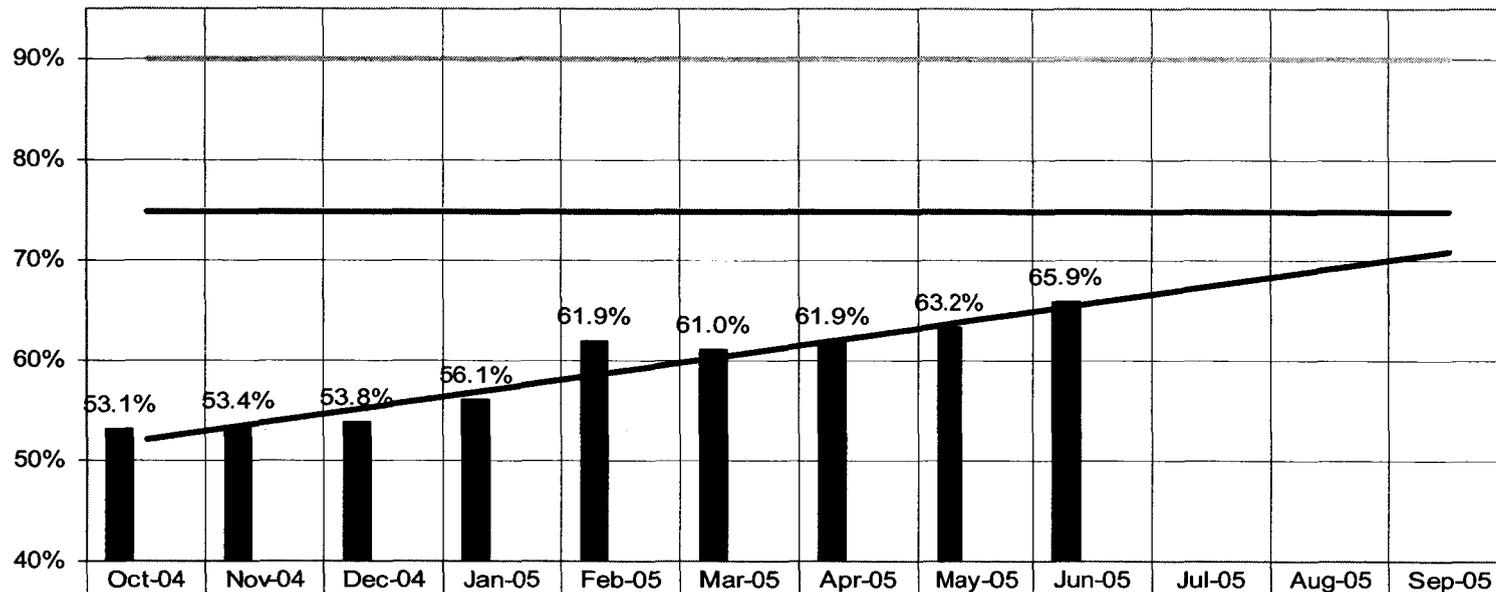
- IBP Submitted**
1. DNO: DCAS/MOCAS Automated Posting Program (Frontend) - Submitted 1/19
 2. SL: DSL-CARD (Consolidated Acctg & Reconciliation Database)- Submitted 1/19
 3. SL: MOCAS & Acctg Comparison (MAC) Database - Submitted 1/20
 4. DNO: Automated Notification of Missing RR- Submitted 1/20

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75% of target goal



■ Percentage	53.1%	53.4%	53.8%	56.1%	61.9%	61.0%	61.9%	63.2%	65.9%			
■ FY05 Target	228	223	223	223	223	223	223	223	223			
■ # with Cert/License	121	119	120	125	138	136	138	141	147			
— Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
— Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
— Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 11% of the September 2004 end strength shown on the Flash Report.

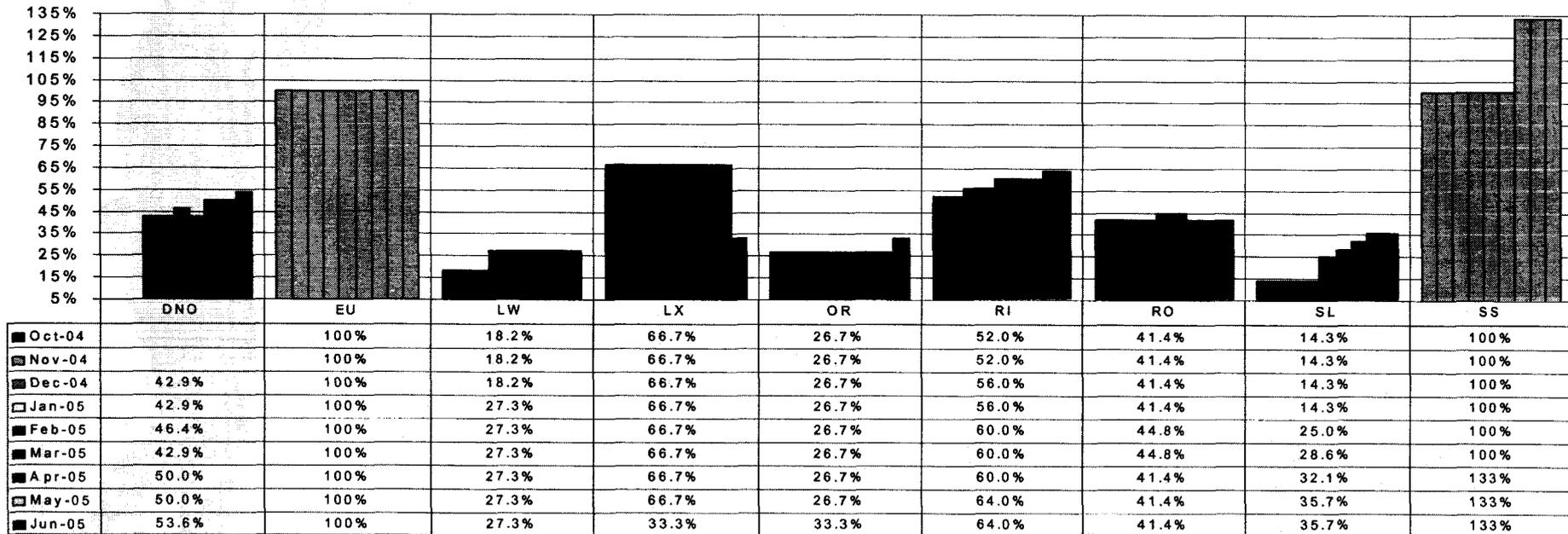
The count of 121 for Sept included 8 employees in Disbursing.

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
DNO	253	28
EU	23	3
LW	101	11
LX	31	3
OR	132	15
RI	231	25
RO	263	29
SL	259	28
SS	29	3



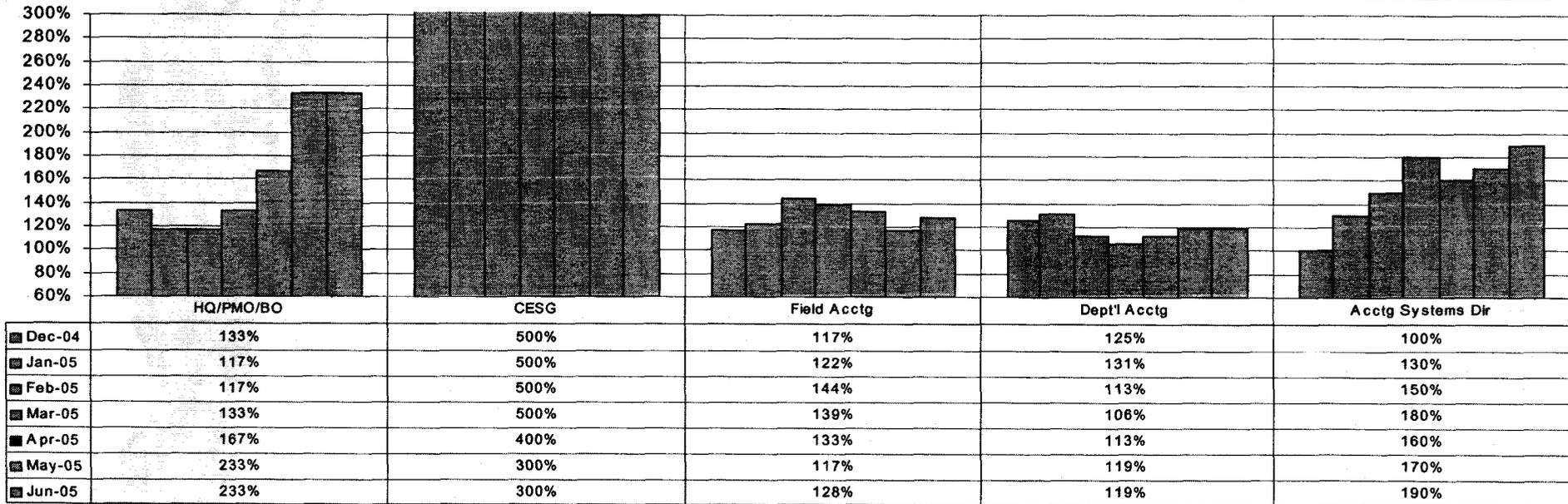
	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	3	2	2	4	13	12	4	3
Nov-04	N/R	3	2	2	4	13	12	4	3
Dec-04	12	3	2	2	4	14	12	4	3
Jan-05	12	3	3	2	4	14	12	4	3
Feb-05	13	3	3	2	4	15	13	7	3
Mar-05	12	3	3	2	4	15	13	8	3
Apr-05	14	3	3	2	4	15	12	9	4
May-05	14	3	3	2	4	16	12	10	4
Jun-05	15	3	3	1	5	16	12	10	4

BSC #515: Professional Certifications and Licenses and Certifications (Qualifications)
Perspective: Growth and Learning



Objective: Increase number of Individuals with Professional Certifications/Licenses/Certificates (Qualifications)
Target: Achieve 90% or above target goal

BSC #515		
	Sep 04 End Strength	Target/Goal (11%)
HQ/BO/PMO	59	6
CESG	12	1
Field Acctg	162	18
Dept'l Acctg	149	16
Acctg System Dir	91	10



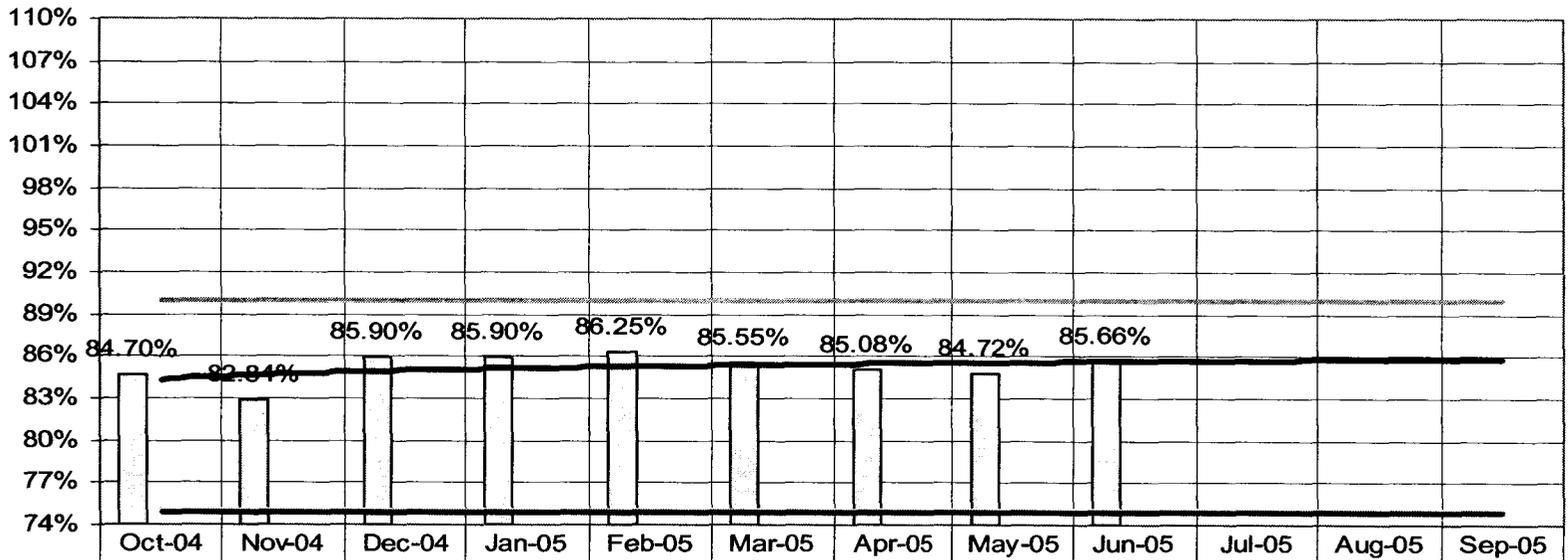
	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	8	5	21	20	10
Jan-05	7	5	22	21	13
Feb-05	7	5	26	18	15
Mar-05	8	5	25	17	18
Apr-05	10	4	24	18	16
May-05	14	3	21	19	17
Jun-05	14	3	23	19	19

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75 % of target goal



Percentage	84.70%	82.84%	85.90%	85.90%	86.25%	85.55%	85.08%	84.72%	85.66%			
FY 05 Target	869	851	851	851	851	851	851	851	851			
# Employees w/Degrees	736	705	731	731	734	728	724	721	729			
Green	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%	90%
Yellow	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Red	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%	74.9%

The FY05 target/goal/base number is 42% of the September 2004 end strength shown on the Flash Report.

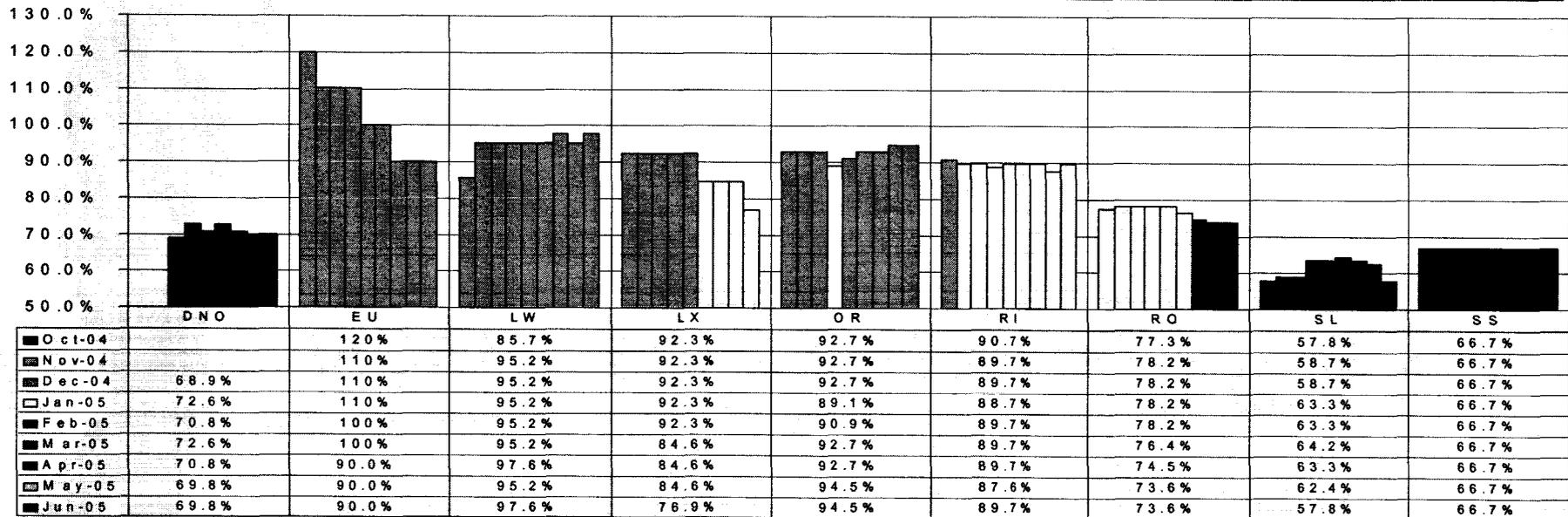
The count of 736 for Sept included 31 employees in Disbursing.

BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce
Target: Achieve 90% or above target goal

	Sep 04 End Strength	Target/Goal (42%)
DNO	253	106
EU	23	10
LW	101	42
LX	31	13
OR	132	55
RI	231	97
RO	263	110
SL	259	109
SS	29	12



	DNO	EU	LW	LX	OR	RI	RO	SL	SS
Oct-04	N/R	12	36	12	51	88	85	63	8
Nov-04	N/R	11	40	12	51	87	86	64	8
Dec-04	73	11	40	12	51	87	86	64	8
Jan-05	77	11	40	12	49	86	86	69	8
Feb-05	75	10	40	12	50	87	86	69	8
Mar-05	77	10	40	11	51	87	84	70	8
Apr-05	75	9	41	11	51	87	82	69	8
May-05	74	9	40	11	52	85	81	68	8
Jun-05	74	9	41	10	52	87	81	63	8

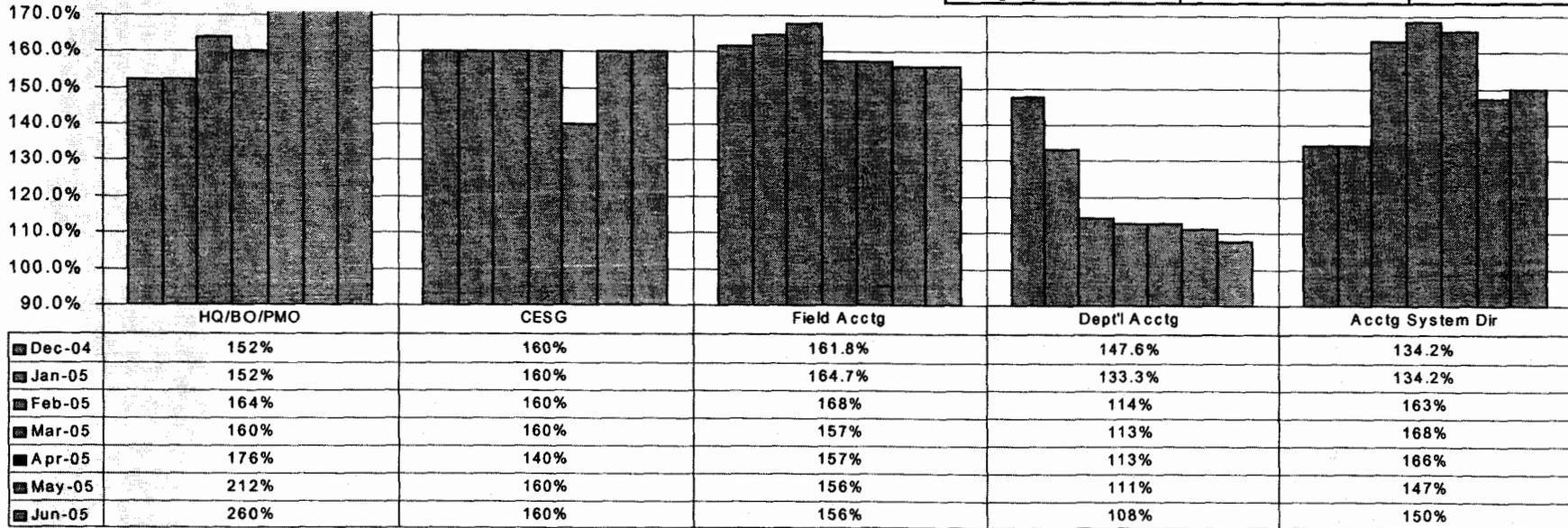
BSC #548: Number of Employees with Degrees
Perspective: Growth and Learning



Objective: Increase Number of Employees with Degrees within the DFAS Workforce

Target: Achieve 90% or above target goal

BSC #548		
	Sep 04 End Strength	Target/Goal (42%)
HQ/BO/PMO	59	25
CESG	12	5
Field Acctg	162	68
Dept'l Acctg	149	63
Acctg System Dir	91	38

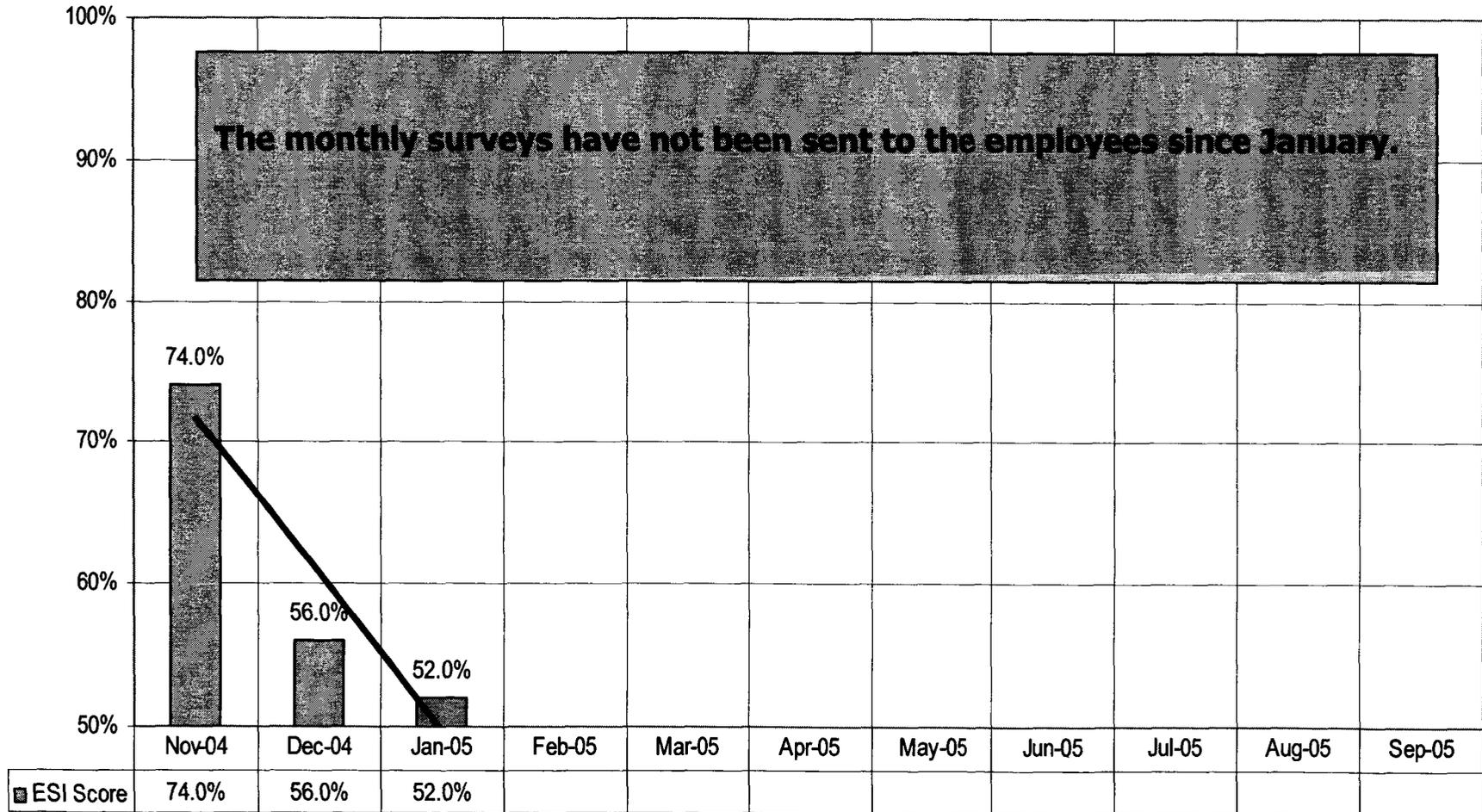


	HQ/PMO/BO	CESG	Field Acctg	Dptl Acctg	Acctg Systems Dir
Dec-04	38	8	110	93	51
Jan-05	38	8	112	84	51
Feb-05	41	8	114	72	62
Mar-05	40	8	107	71	64
Apr-05	44	7	107	71	63
May-05	53	8	106	70	56
Jun-05	65	8	106	68	57

BSC #614: Monthly Employee Satisfaction
Perspective: Growth and Learning



Objective: Employee satisfaction should not fluctuate more than 5% from month to month.
Target: This measure does not receive a rating. It is used as an internal monitoring tool.

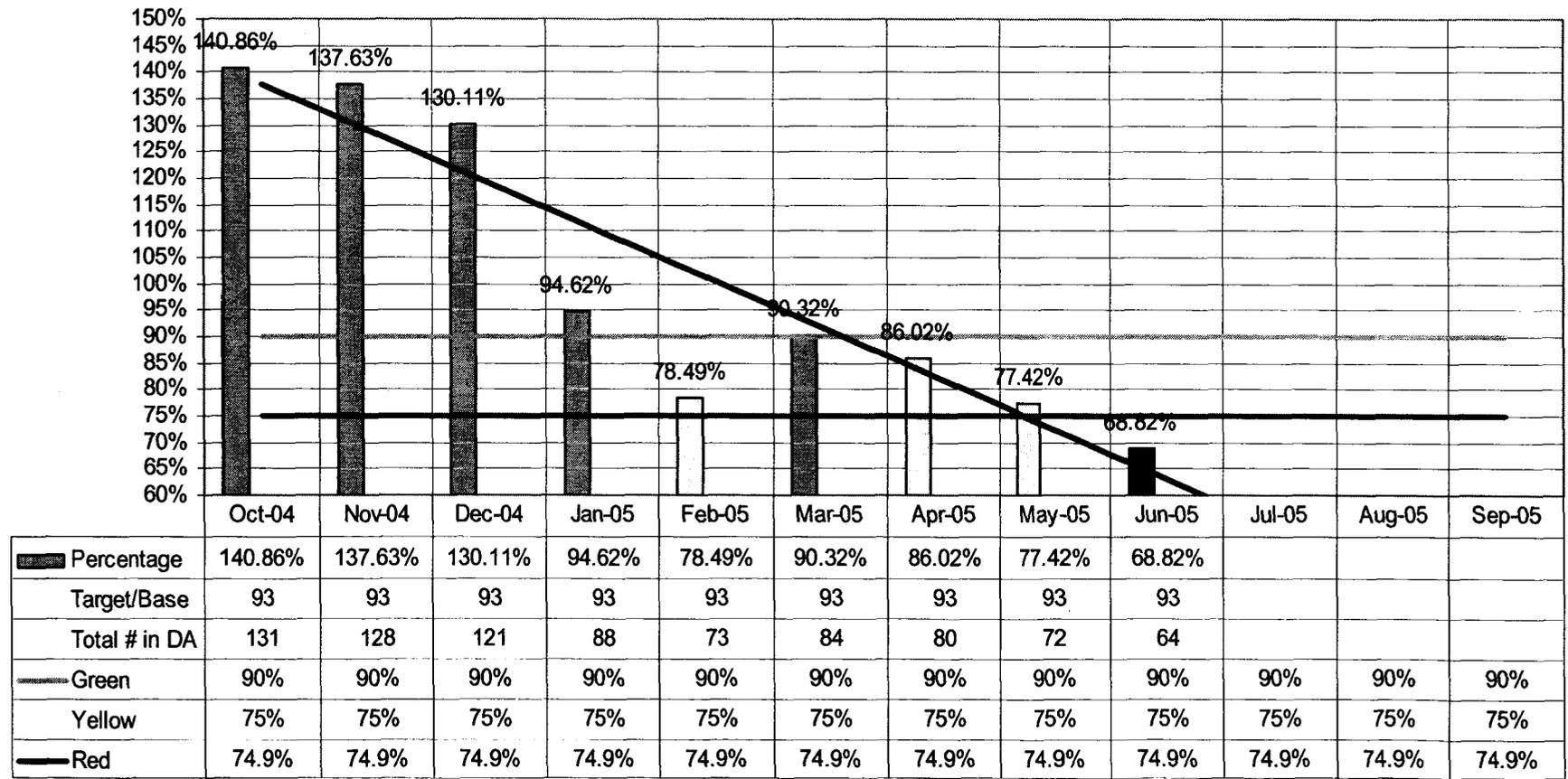


BSC #625: Employees in Developmental Assignments - Accounting Services
Perspective: Growth and Learning



Objective: Enhance breadth of employee competence
Target: Achieve 90% or above target goal

Green = 90% or above target goal
 Yellow = ≥ 75% to < 90% of target goal
 Red = Less than 75 % of target goal



The FY05 target/goal/base number is 4.5% of the September 2004 end strength shown on the Flash Report.

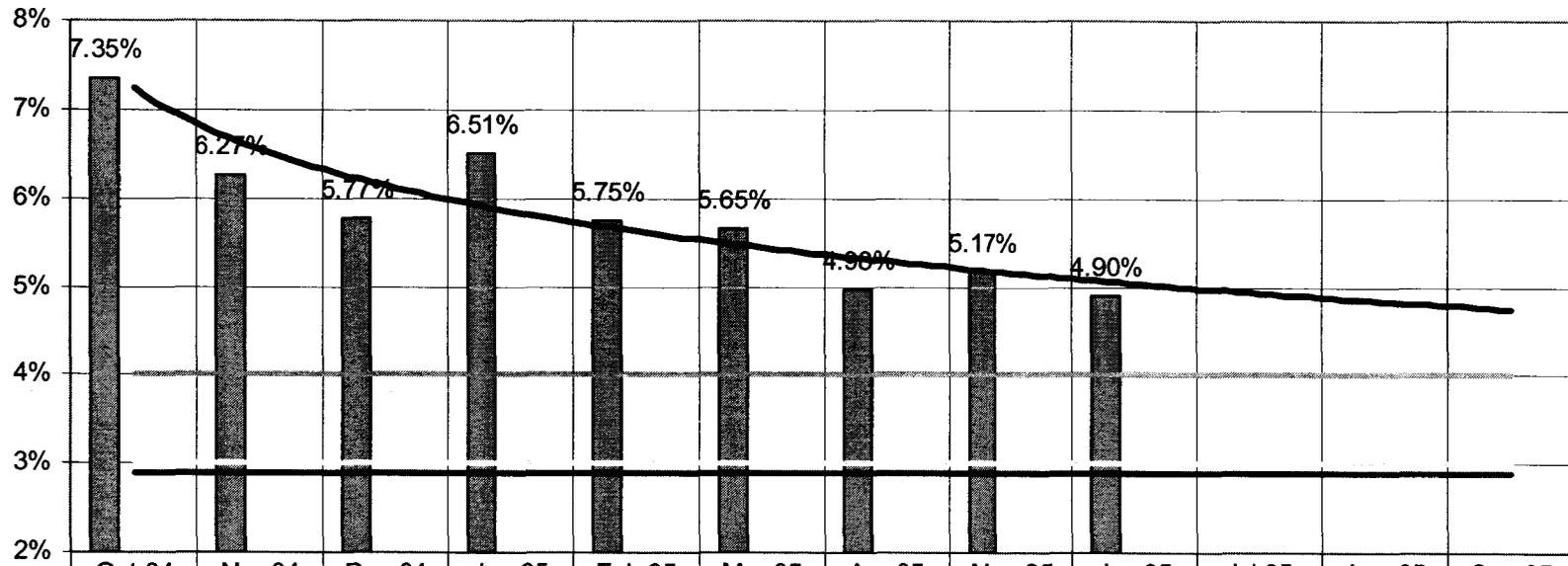
Unique #1: Utilization of Overtime Usage

Target: Use up to 4% Overtime in Lieu of Requesting Additional Workyears



-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = $\geq 4\%$
 Yellow = $\geq 3\%$ and $< 4\%$
 Red = $< 3\%$



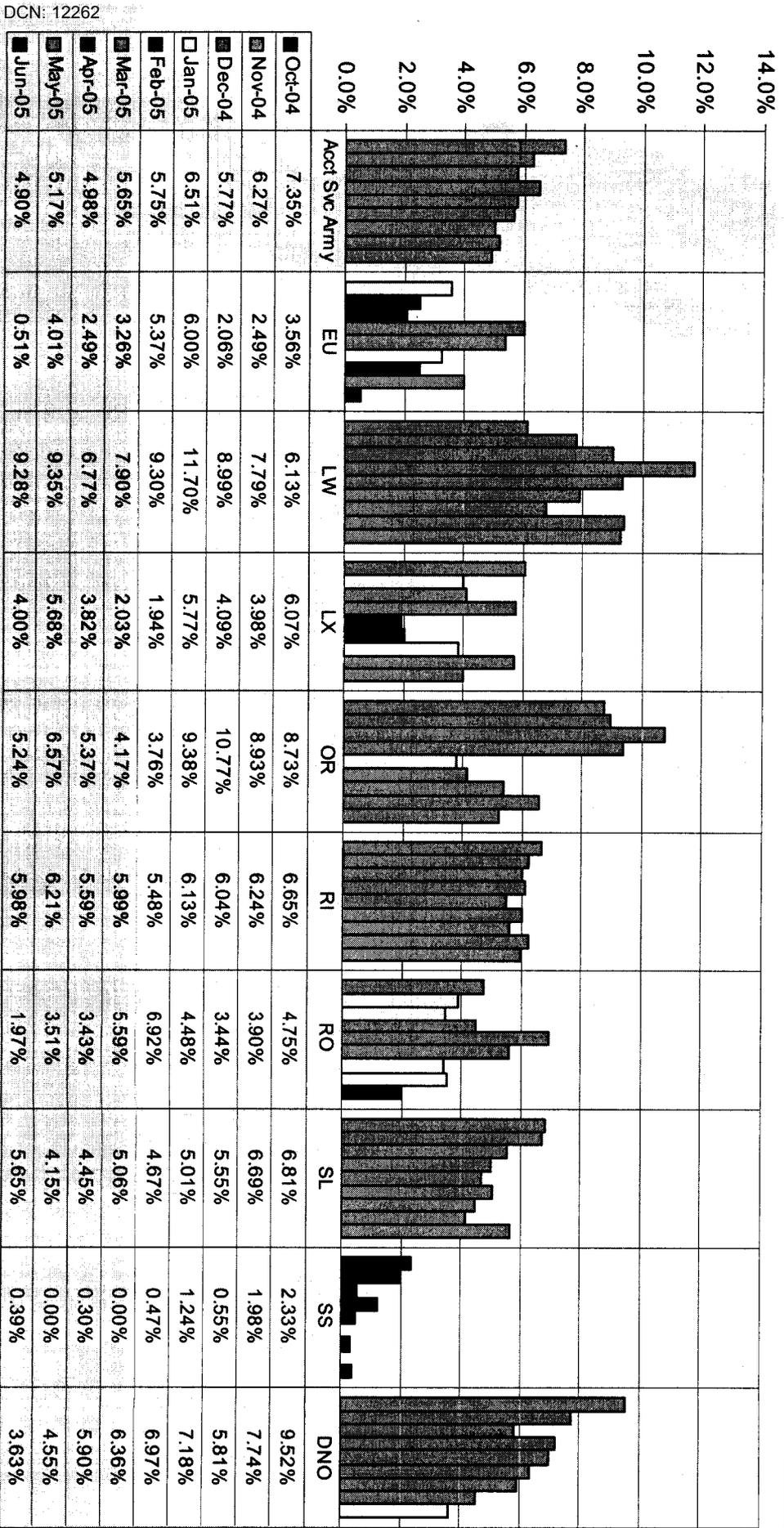
	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05
Percentage	7.35%	6.27%	5.77%	6.51%	5.75%	5.65%	4.98%	5.17%	4.90%			
Prod Hrs	219,646	195,377	207,438	222,504	261,165	222,804	346,695	221,135	214,718			
O/T Hrs	16,143	12,250	11,968	14,475	15,017	12,585	17,253	11,427	10,530			
Green	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Yellow	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%	3%
Red	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%	2.9%

Unique #1: Utilization of Overtime Usage



-Data pulled from eBiz by pay periods for 6/10 & 6/24
 -OT Percentage = Overtime Hours/Regular Hours

Green = \geq 4%
 Yellow = \geq 3% and $<$ 4%
 Red = $<$ 3%



DFAS Financial Operations Cost History (\$M)

FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
\$ 1,750.0	\$ 1,711.0	\$ 1,700.0	\$ 1,688.0	\$ 1,669.0	\$ 1,642.0	\$ 1,640.0	\$ 1,605.0	\$ 1,622.0	\$ 1,662.0	\$ 1,548.0	\$ 1,569.0

FY 91-FY 2005 are then year actual

Fy 2007-FY 2011 are POM estimates

FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
\$ 1,645.0	\$ 1,597.0	\$ 1,645.0	\$ 1,651.0	\$ 1,535.0	\$ 1,579.0	\$ 1,514.0	\$ 1,496.0	\$ 1,504.0

DFAS Total Contractor Personnel Per Site

Site	Total Contractors at Site
ARLINGTON	69
BRATENHIL	21
CHARLESTON	25
CLEVELAND	593
COLUMBUS	156
DAYTON	5
DENVER	100
INDIANAPOLIS	404
KANSAS CITY	140
LIMESTONE	10
OMAHA	13
PAX RIVER	57
PENSACOLA	32
SAN BERNARDINO	3
SAN DIEGO	1
SAUFLEY FIELD	116
SOUTHRIDGE	38
ST LOUIS	16
Total Contractors at Site	1,799

DFAS Total Contractor Personnel Per Site

Site	Total Contractors at Site
ARLINGTON	88
BRATENHAHL	23
CHARLESTON	29
CLEVELAND	459
COLUMBUS	236
DAYTON	6
DENVER	101
INDIANAPOLIS	330
KANSAS CITY	132
LAWTON	2
LIMESTONE	3
OMAHA	18
ORLANDO	5
PAX RIVER	11
PENSACOLA	33
SAN ANTONIO	3
SAN BERNARDINO	5
SAN DIEGO	1
SAUFLEY FIELD	107
SOUTHBRIDGE	38
ST LOUIS	2
Total	1,632

DFAS Workyears

	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Military	2,011	1,945	1,863	1,776	1,707	1,643	1,516	1,573	1,548	1,382	1,152	976
Civilians	25,020	24,811	22,373	21,642	20,898	20,244	19,609	18,875	18,649	17,063	16,631	14,293
Total	27,031	26,756	24,236	23,418	22,605	21,887	21,125	20,448	20,197	18,445	17,783	15,269

FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
888	739	474	356	262	262	262	262	262
13,605	13,872	13,816	13,567	12,737	11,948	11,235	10,890	10,670
14,493	14,611	14,290	13,923	12,999	12,210	11,497	11,152	10,932

FY05-011 FTEs are based on current FY06 President's Budget Position

Accounting Services - Navy				
June FY05				
BSC Metrics based on Site - Goal - Actual				
ABL #1 Suspense Overaged (3000 non-Exempt over 60 Days Old) GREEN				
Absolute (in millions)				
Certification - June FY05				
	Site:		Goal	Actual
	DFAS Cleveland			
	Network Summary			
	Charleston			\$5.08
	Cleveland			18.93
	Japan			0.00
	Norfolk			5.96
	Oakland			0.00
	Pacific			0.00
	Pensacola			1.20
	San Diego			6.58
	Navy/Other			233.55
	NABL Grand Total		\$376.0	\$271.30
Goal: 10% Reduction FY04 YE Balance (adjusted for write-off packages)				
BSC Metrics based on Site - Goal - Actual				
ABL #1 Overaged In-Transit Disbursements & Collections RED				
Absolute (in millions)				
Certification - June FY05				
	Site:		Goal	Actual
	DFAS Cleveland			
	Network Summary			
	Charleston			\$55.629
	Cleveland			1.079
	Japan			0.213
	Norfolk			6.539
	Oakland			0
	Pacific			0
	Pensacola			7.527
	San Diego			8.997
	Unassigned			12.489
	Navy/Other			411.523
	NABL Grand Total		-\$48.0	\$504.0
Goal: 75% Reduction FY04 YE Balance				

BSC Metrics based on Site - Goal - Actual			RED
ABL #1 Unmatched Disbursements (UMDs) Total			
Certification - June FY05			
	Site:	Goal	Actual
	DFAS Cleveland Network Summary		
	Charleston		Not
	Cleveland		Available
	Japan		by
	Norfolk		Site
	Oakland		
	Pacific		
	Pensacola		
	San Diego		
NABL Grand Total		\$2.7 Billion	\$2.8 Billion
Goal: Maintain FY04 within Timeframe YE Balance			
BSC Metrics based on Site - Goal - Actual			GREEN
ABL #1 Timeliness of Accounting Reports to Customers			
Certification - June FY05			
	Site:	Goal	Actual
	DFAS Cleveland Network Summary		
	Charleston		Not
	Cleveland		Applicable
	Japan		
	Norfolk		
	Oakland		
	Pacific		
	Pensacola		
	San Diego		
NABL Grand Total		95%	100%
Goal: > or equal to 95% On-time Delivery			
BSC Metrics based on Site - Goal - Actual			
ABL # 2			

Average Salary - June FY05		YELLOW	
Site:		Goal	Actual
DFAS Cleveland Network Summary			
			Unburdened Avg Salary w/Locality
Charleston			\$48,725
Cleveland			70,561
Japan			0
Norfolk			45,164
Pacific			43,664
Pensacola			50,038
San Diego/Oakland			52,208
Avg. Total Salary		\$52,696	\$51,726
<p>Goal: Reduce the average salary per employee by \$500 to \$52,696. The scale for measure is a sliding scale adjusted monthly from the Sept-04 baseline, Avg Salary with Locality of \$53,196.</p>			
BSC Metrics based on Site - Goal - Actual			
ABL # 3			
Certification - June FY05		GREEN	
Site:		Goal	Actual
DFAS Cleveland Network Summary			
Charleston			2
Cleveland			47
Japan			7
Norfolk			1
Oakland			2
Pacific			13
Pensacola			10
San Diego			5
NABL Grand Total		88	87
<p>Goal: Increase number of certifications by 15 from the September 30, 2004 baseline of 76, which would be an increase of 20%.</p>			

BSC Metric				
ABL # 4				
Customer Satisfaction - ICE Survey		YELLOW		
June FY05	Not available by site			
	Macro Level	Goal	Actual	
			7	
	Goal: Over 75% of Customer responses are rated 4 (GOOD) or 5 (EXCELLENT).			
 				
BSC Metrics				
ABL#5				
Financial Performance Index		RED		
June FY05				
	Cleveland Network monthly execution by site as of Jun-05			
	Planned goals not available by site at the Navy ABL Level			
	Site	Jun-05		
	CL - Departmental	1,318,626		
	CL - Business Office	3,299,866		
	CL - Field Level Training	0		
	CH - Foreign Military			
	Sales	5,859		
	CH - Field Level	945,898		
	JA - Field Level	50,998		
	NO - Field Level	1,137,291		
	PC - Field Level	853,040		
	PE - Field Level	711,846		
	SD/OK - Field Level	1,759,265		
Total		10,082,689		
 				
BSC Metrics				
ABL # 7				
Audit Deficiencies Corrected		GREEN		
	Not Available by Site	Goal	Actual	
		11	9	

Goal: Close Audit recommendations within estimated timeframes.			
BSC Metric			
ABL # 8			
FMFIA Material Weaknesses Corrected		GREEN	
Not Available by Site	Goal	Actual	
	4	3	
Goal: Correction of Material Weaknesses as scheduled			
BSC Metric			
ABL # 9			
OSD Metrics			
Not Available by Site at this time	Goal	Actual	
BSC Metrics based on Site - Goal - Actual			
ABL # 10			
Degrees - June FY05		YELLOW	
Site:	Goal	Actual	
DFAS Cleveland Network Summary			
Charleston		57	
Cleveland		179	
Japan		14	
Norfolk		48	
Pacific		68	
Pensacola		41	
San Diego/Oakland		94	
NABL Grand Total	484	501	
Goal: Our goal is to have 41% of our employees with business related degrees by FY05.			

BSC Metrics based on Site - Goal - Actual			
ABL # 11			
Developmental Assignments	GREEN		
June FY05	Goal	Actual	
Site:			
DFAS Cleveland Network Summary			
Charleston			8
Cleveland			9
Japan			18
Norfolk			0
Pacific			1
Pensacola			9
San Diego/Oakland			5
NABL Grand Total		53	50
Goal: Achieve 4.5% of our Accounting workforce in Developmental Assignments each month.			



2004 CPBL Customer Satisfaction Results

**Centralized Customer Service
Directorate**

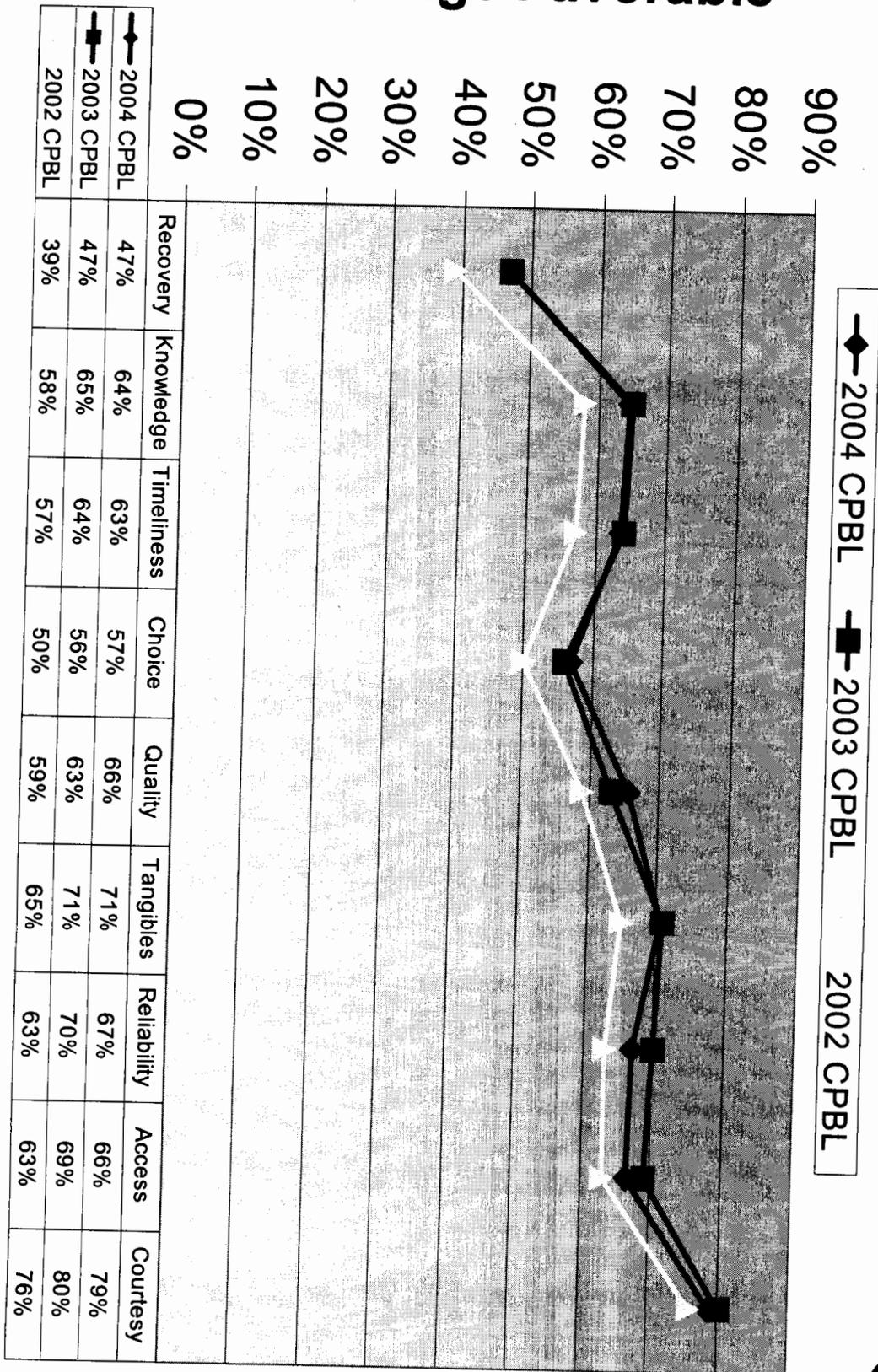
November 16, 2004

Integrity - Innovation - Service

CPBL Customer Satisfaction Results

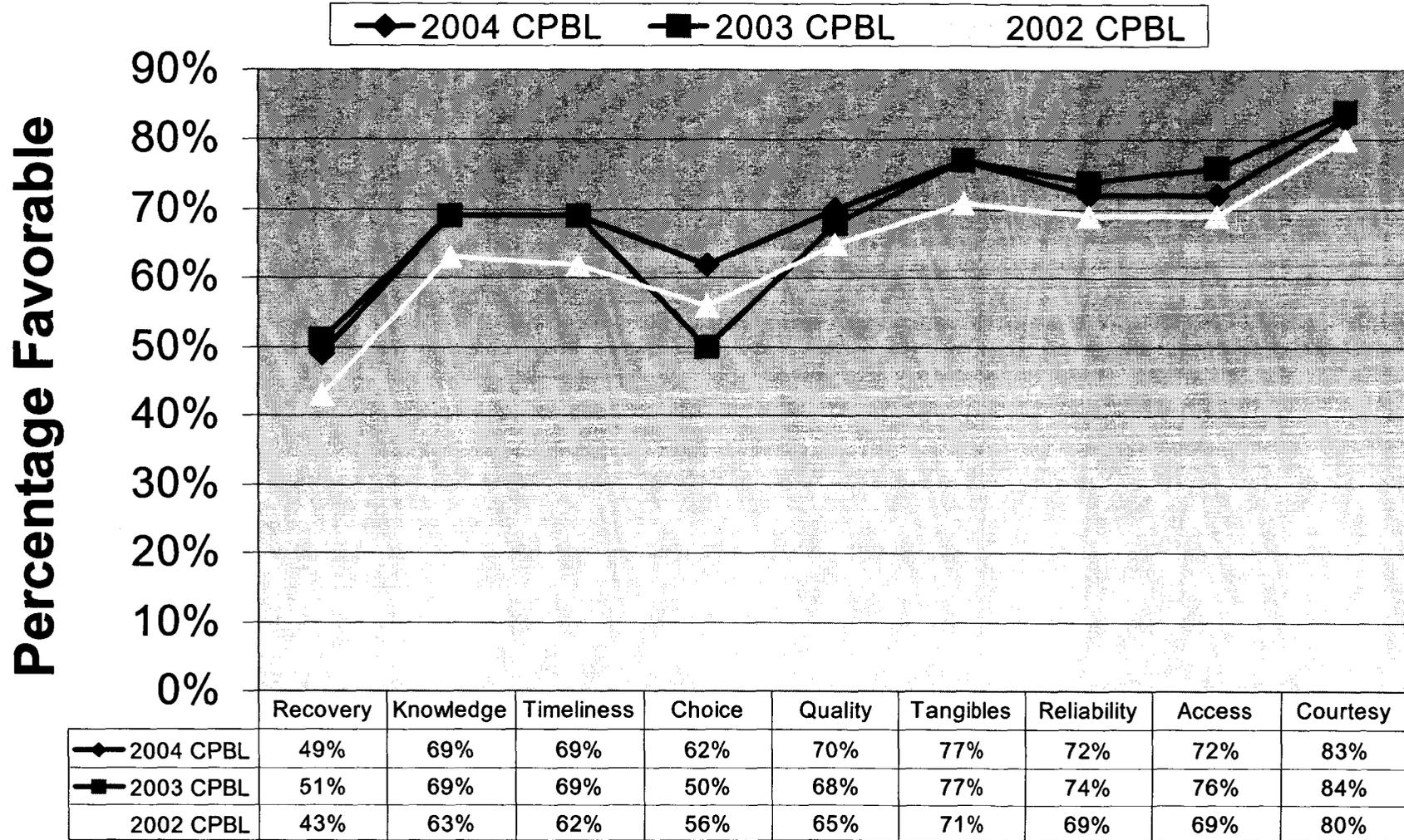


Percentage Favorable



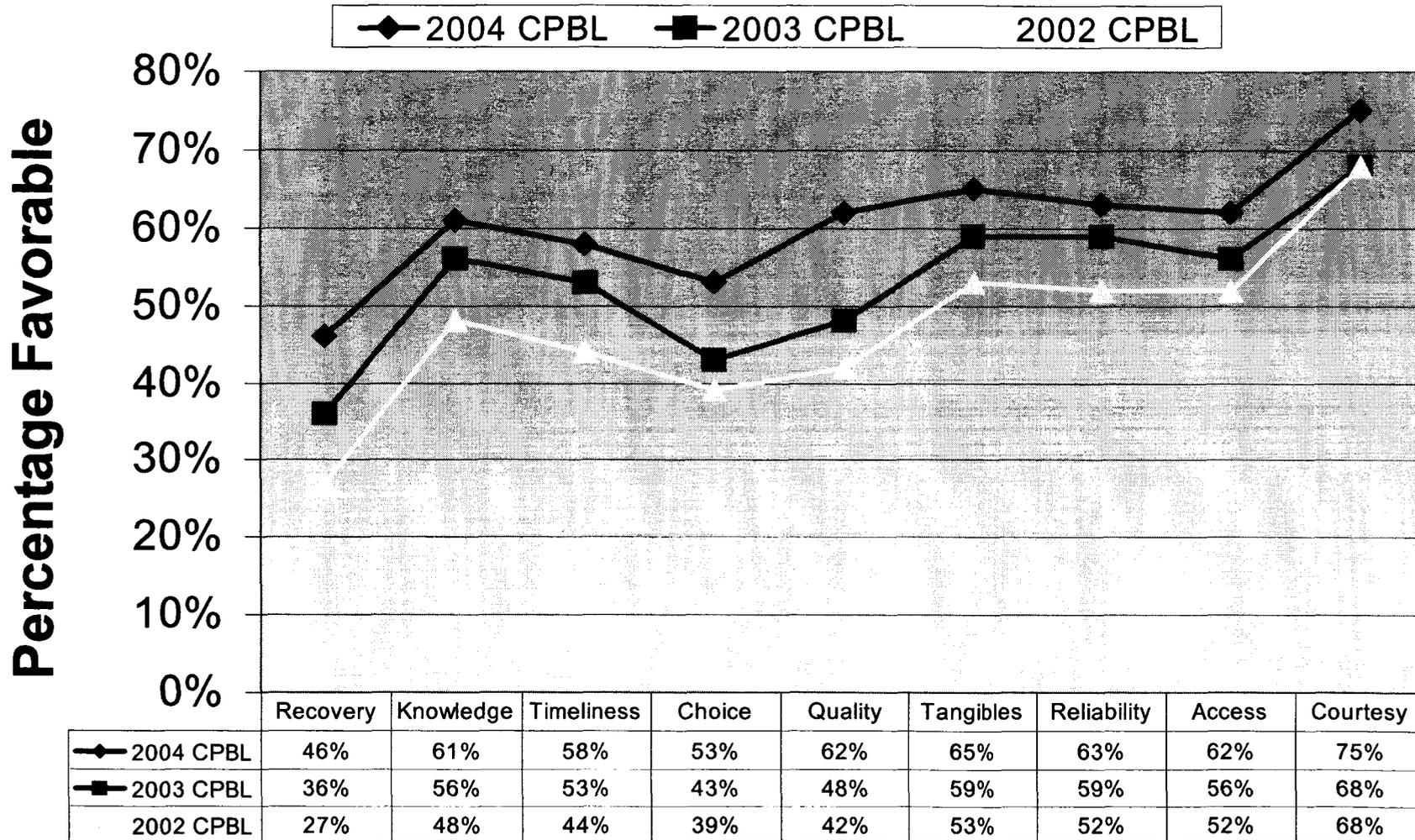
Note: Data includes Contractor/Vendor and PMO/FM Responses

CP Customer Satisfaction Results



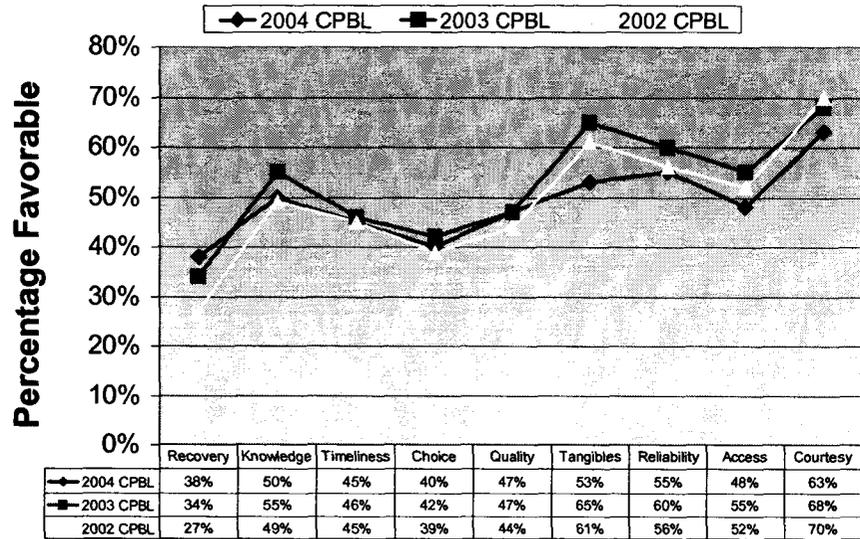
Note: Data includes Contractor and PMO Responses

VP Customer Satisfaction Results

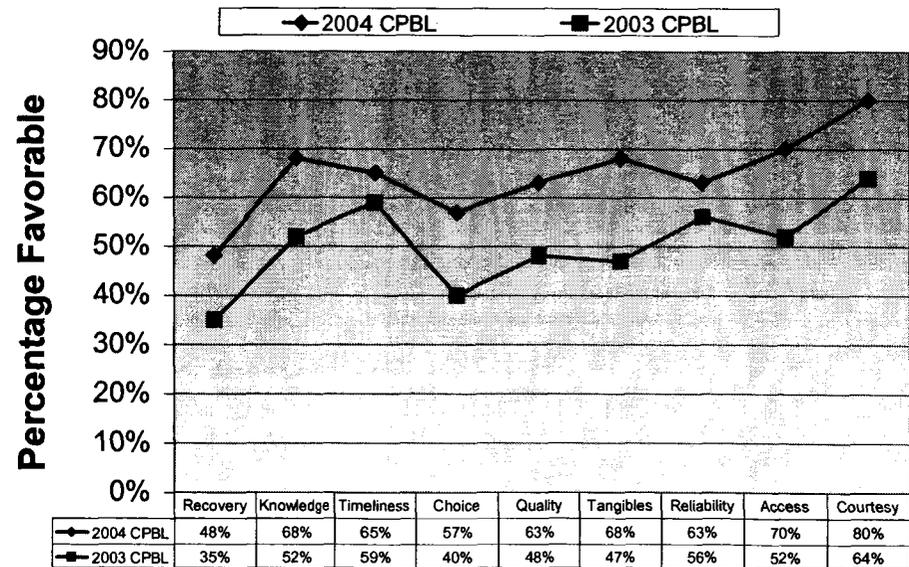


Note: Data includes Vendor and FM Responses

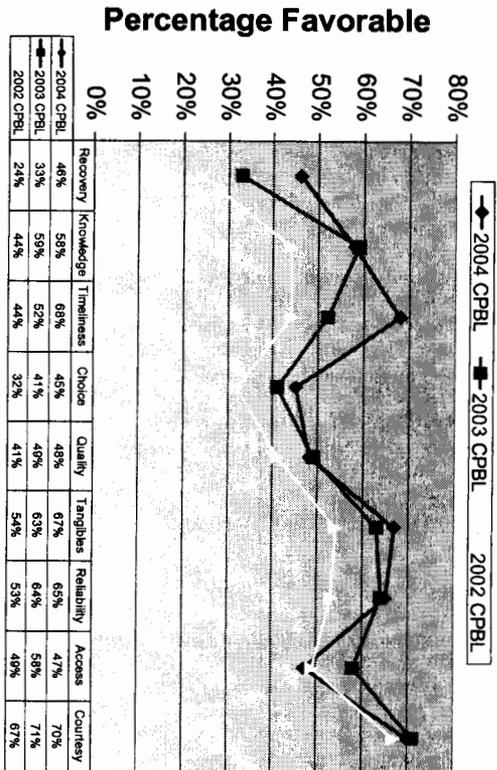
Navy Vendor Customer Satisfaction Results



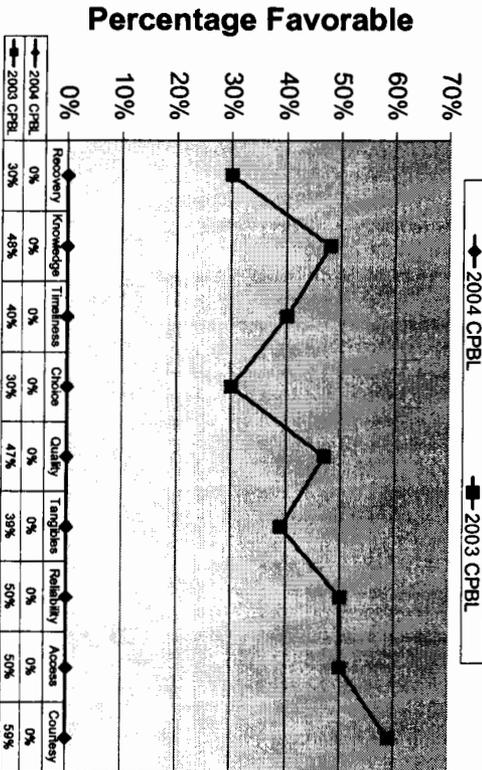
Navy FM Customer Satisfaction Results



Cleveland Vendor Customer Satisfaction Results

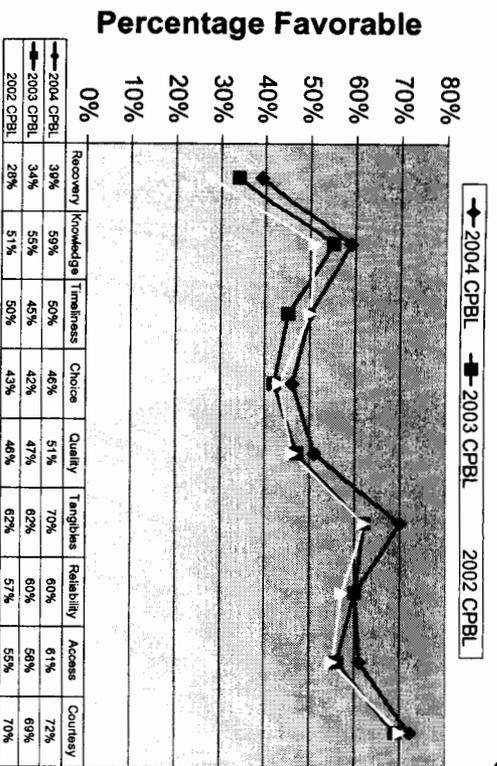


Cleveland FM Customer Satisfaction Results

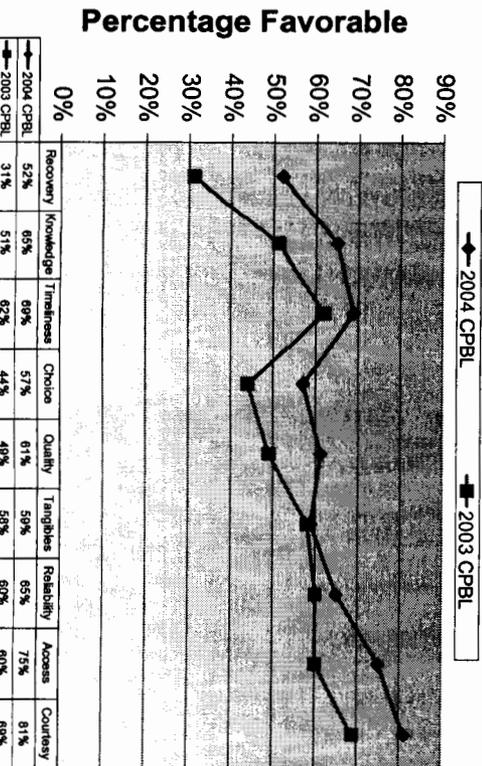


Note: Less than 10 responses received for 2004

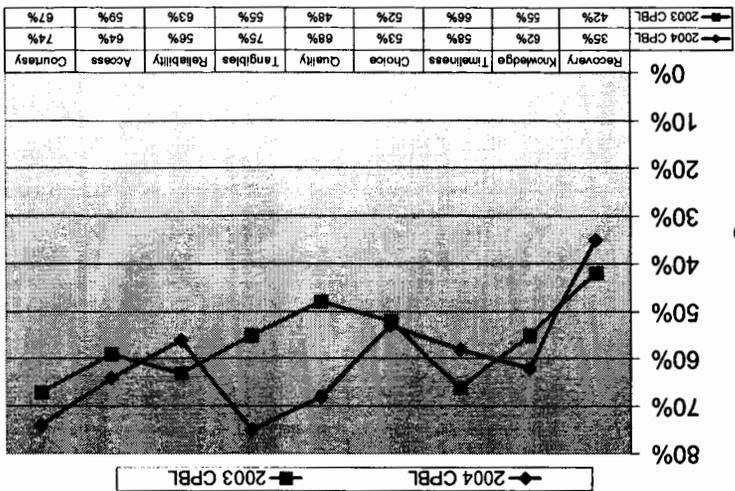
Charleston Vendor Customer Satisfaction Results



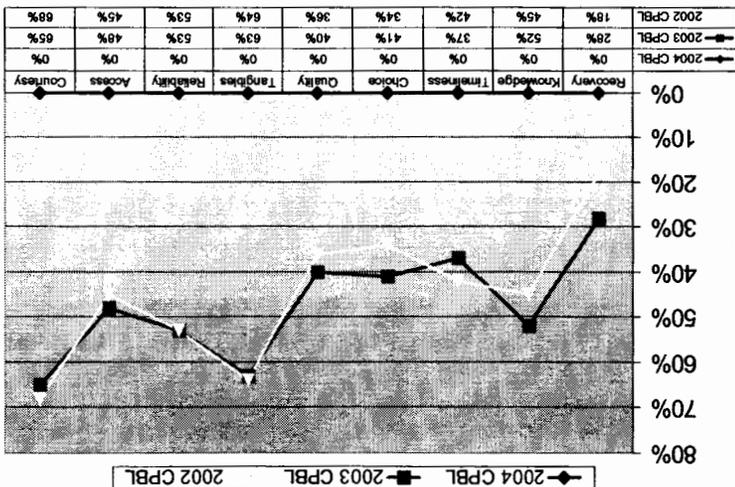
Charleston FM Customer Satisfaction Results



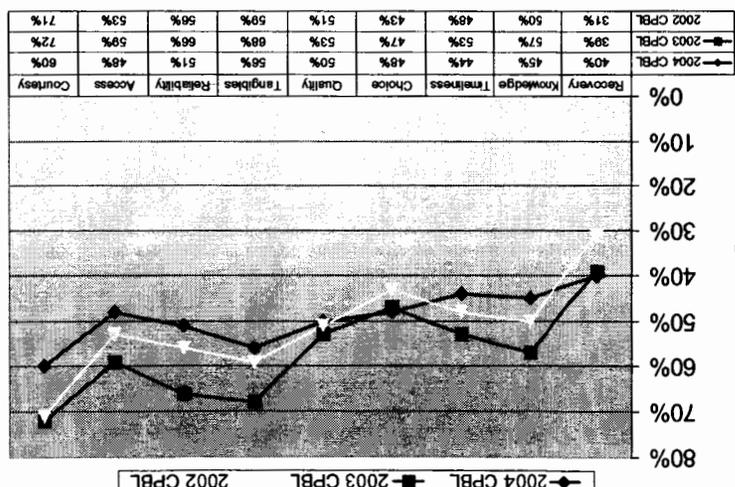
No Data to Report



Norfolk FM Customer Satisfaction Results



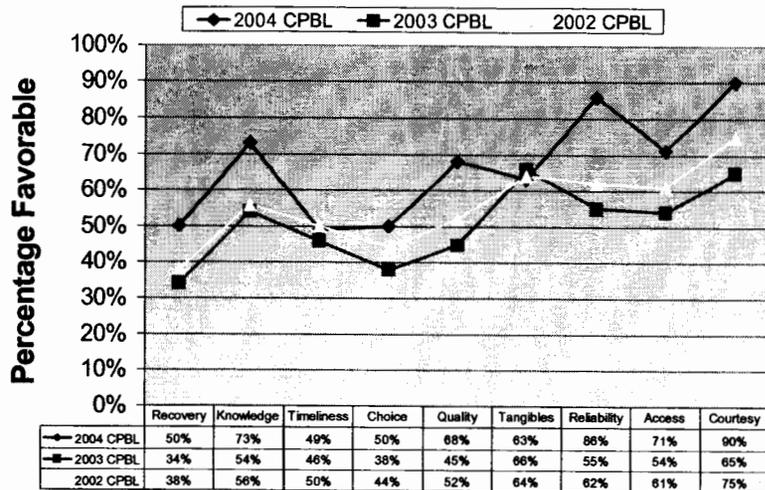
Japan Vendor Customer Satisfaction Results



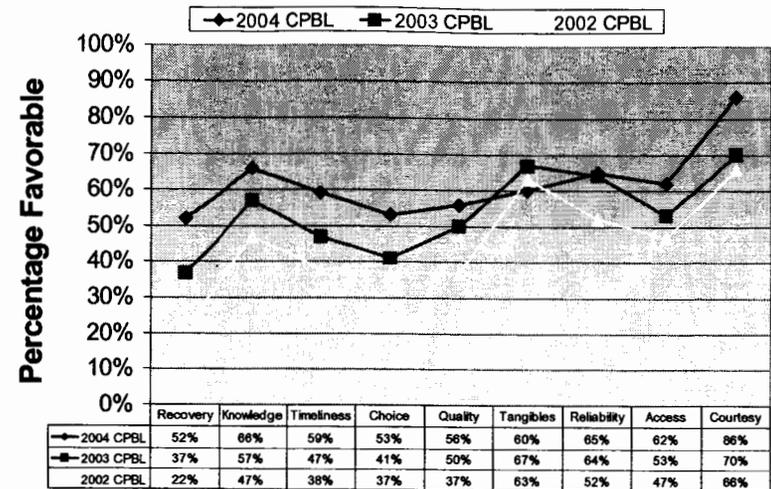
Norfolk Vendor Customer Satisfaction Results



Honolulu Vendor Customer Satisfaction Results

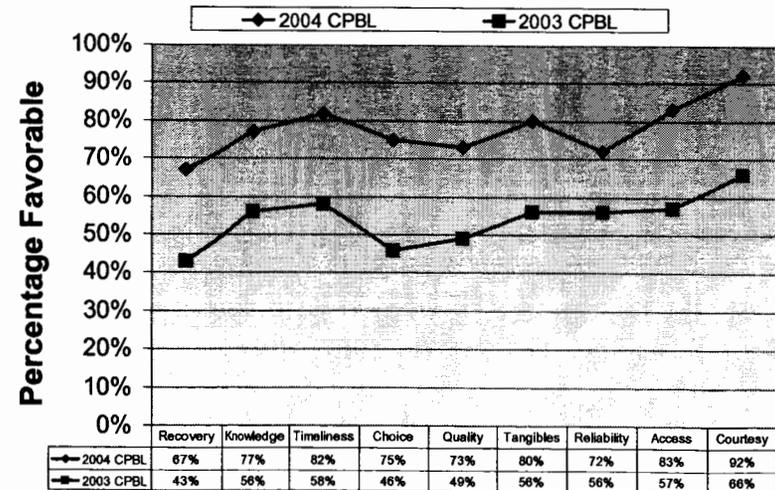


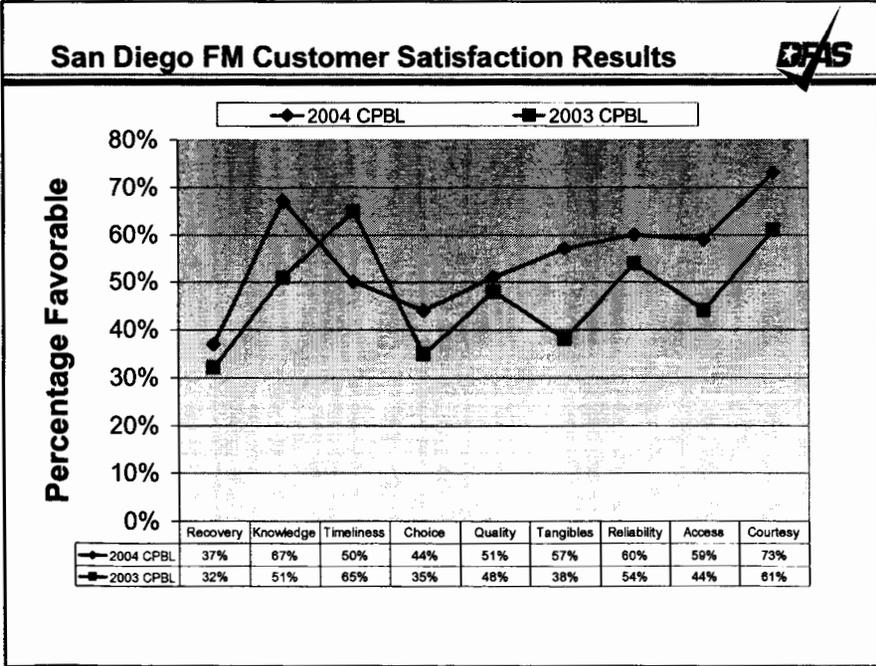
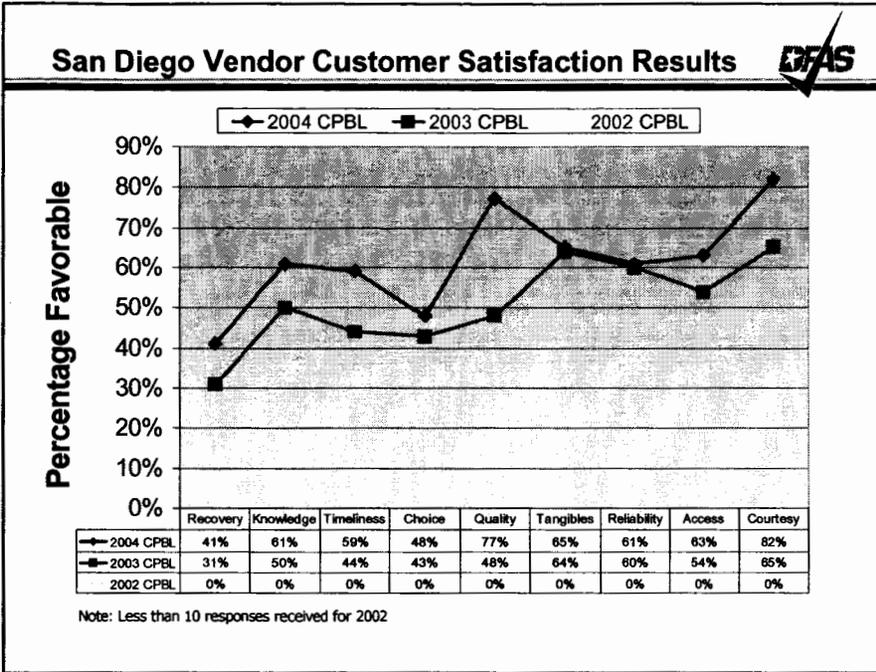
Pensacola Vendor Customer Satisfaction Results



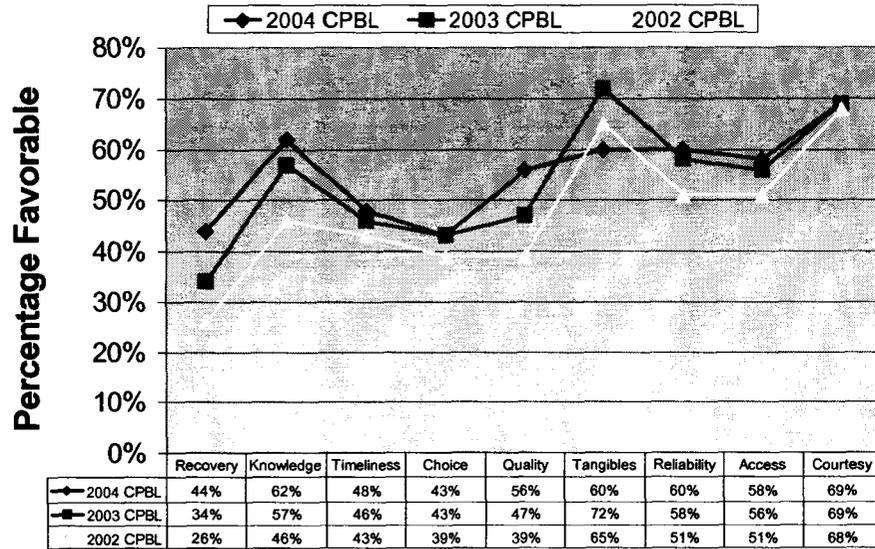
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Pensacola FM Customer Satisfaction Results

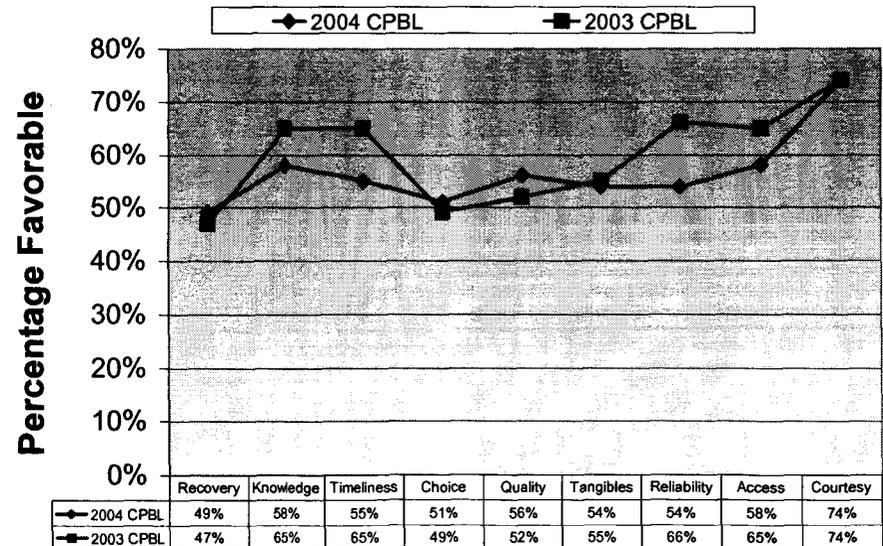




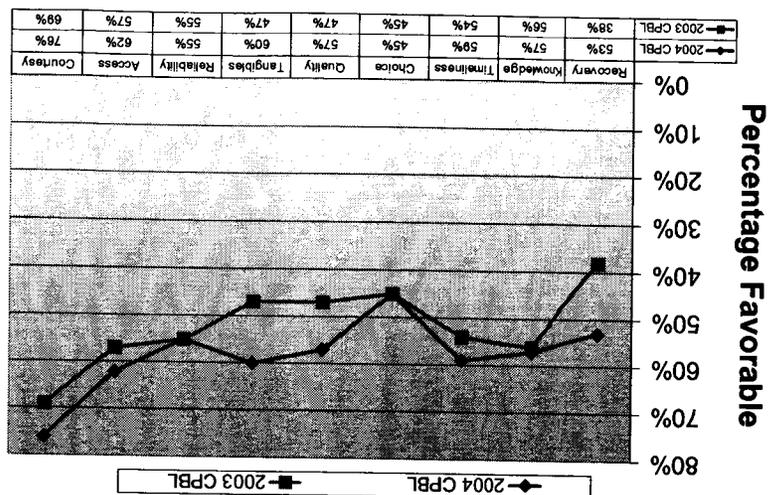
Army Vendor Customer Satisfaction Results



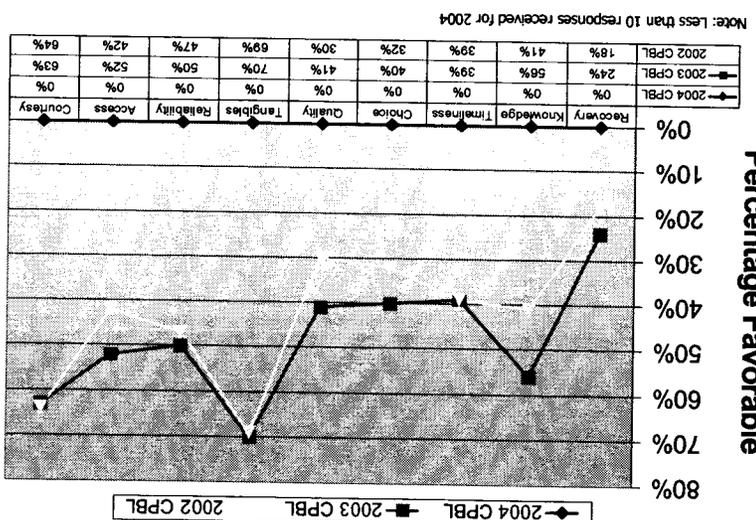
Army FM Customer Satisfaction Results



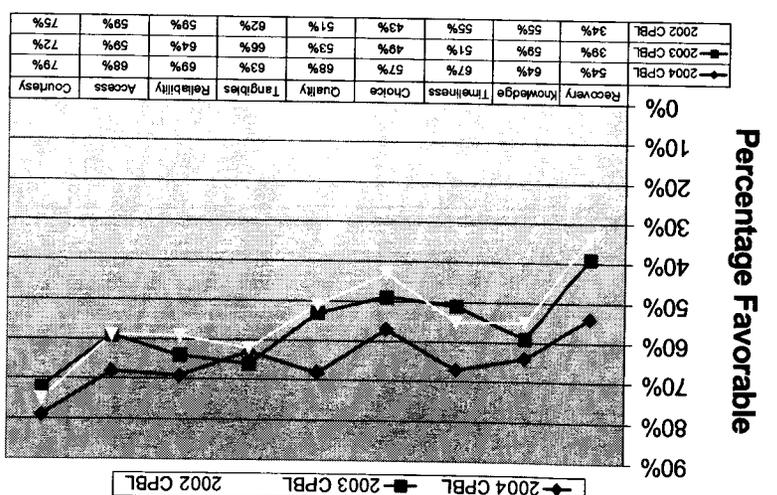
No Data to Report



Indianapolis FM Customer Satisfaction Results



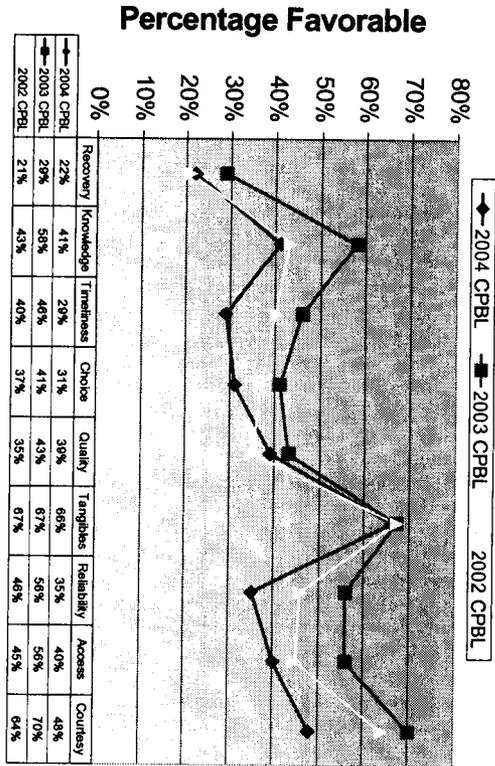
Europe Vendor Customer Satisfaction Results



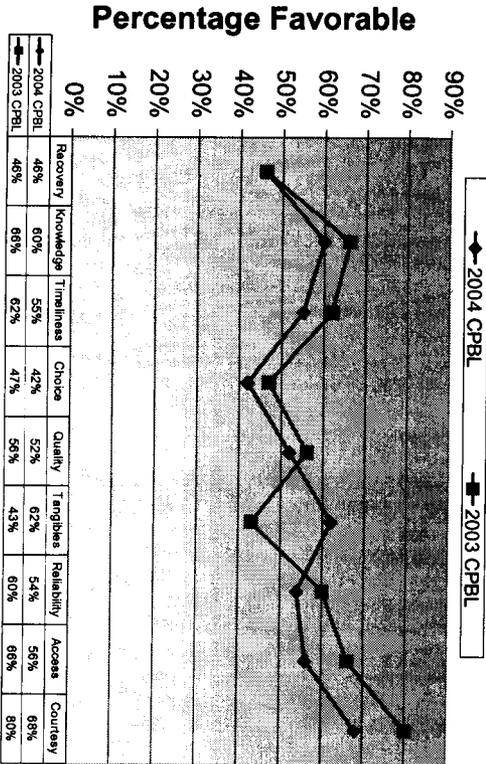
Indianapolis Vendor Customer Satisfaction Results



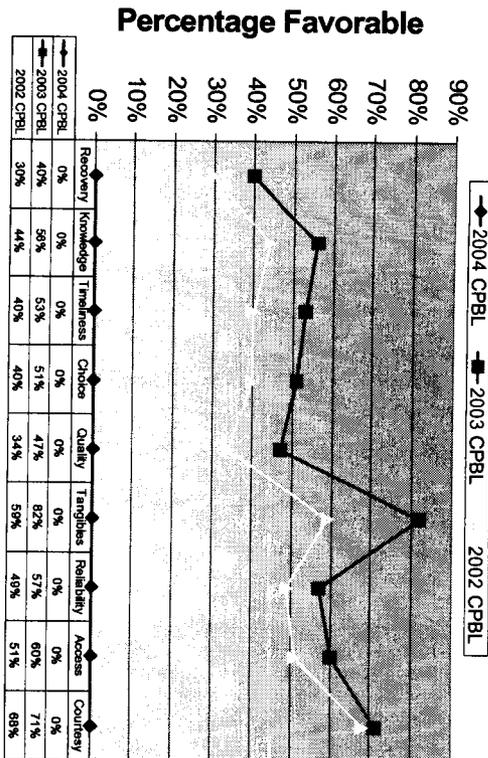
Lawton Vendor Customer Satisfaction Results



Lawton FM Customer Satisfaction Results

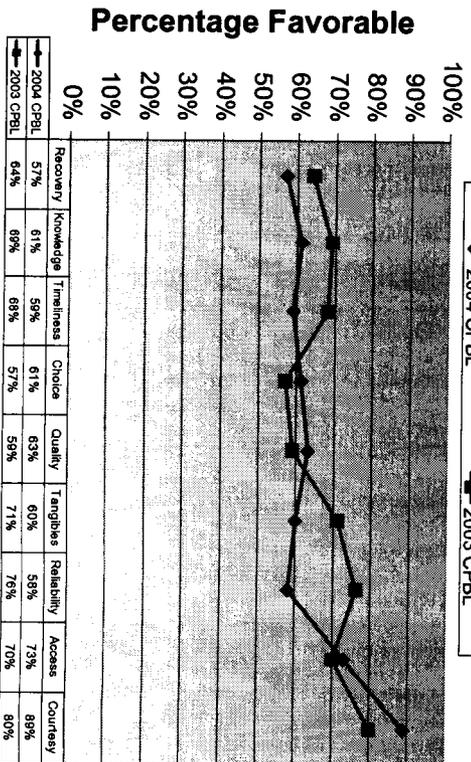


Lexington Vendor Customer Satisfaction Results

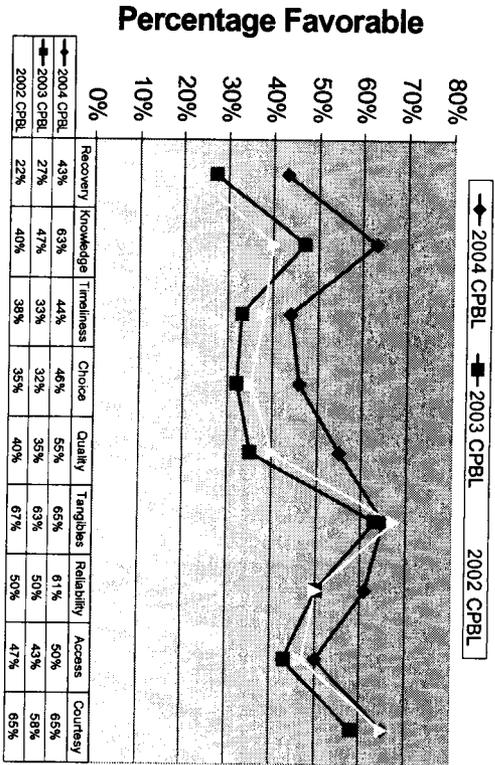


Note: Less than 10 responses received for 2004

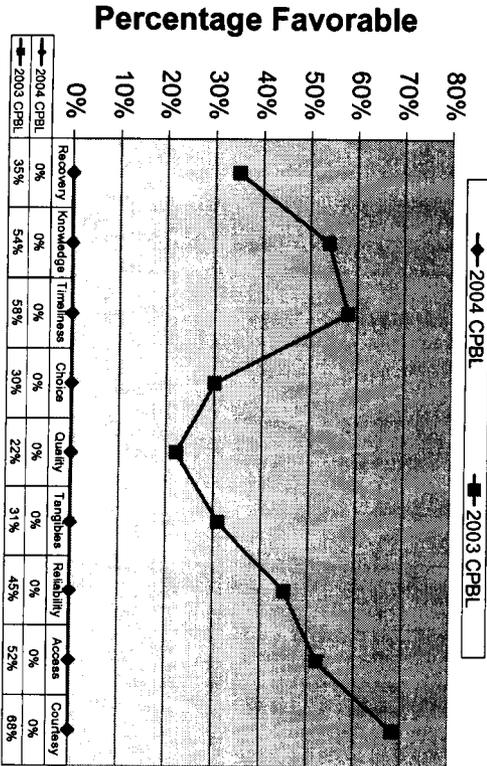
Lexington FM Customer Satisfaction Results



Orlando Vendor Customer Satisfaction Results

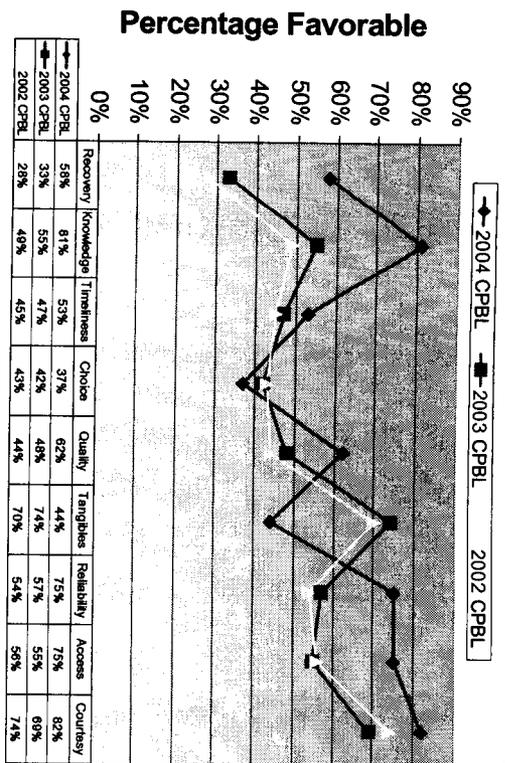


Orlando FM Customer Satisfaction Results

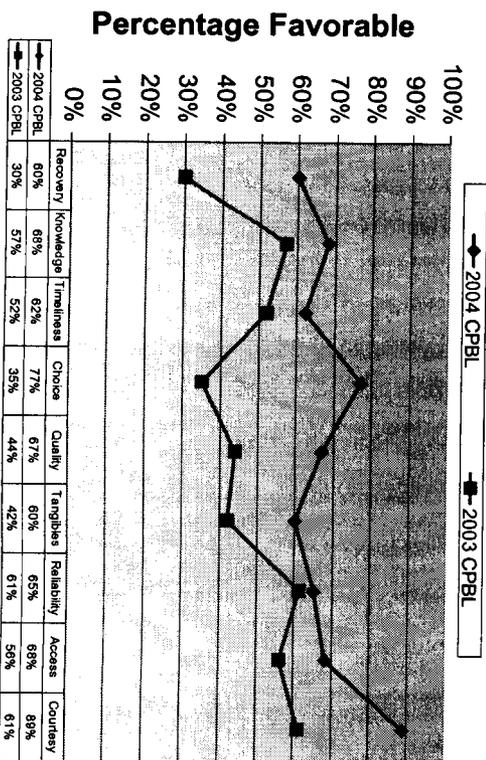


Note: Less than 10 responses received for 2004

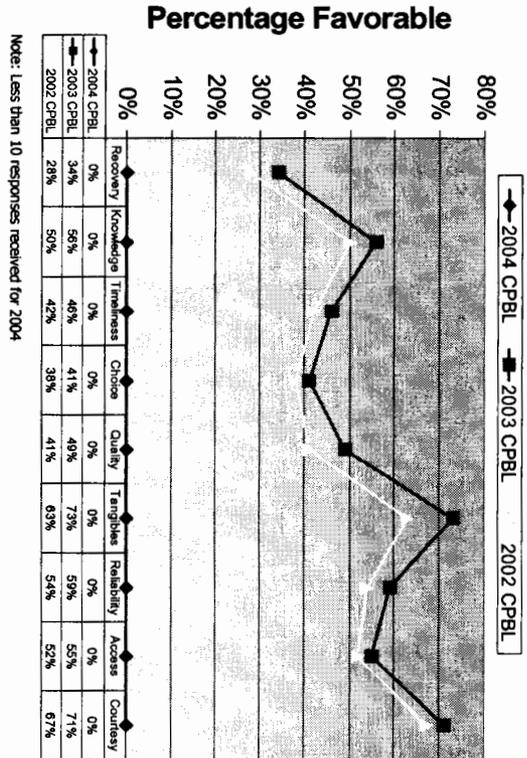
Rock Island Vendor Customer Satisfaction Results



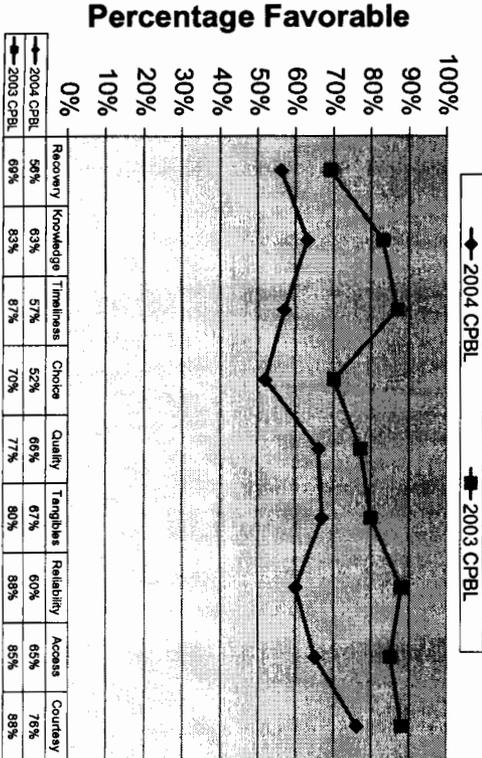
Rock Island FM Customer Satisfaction Results



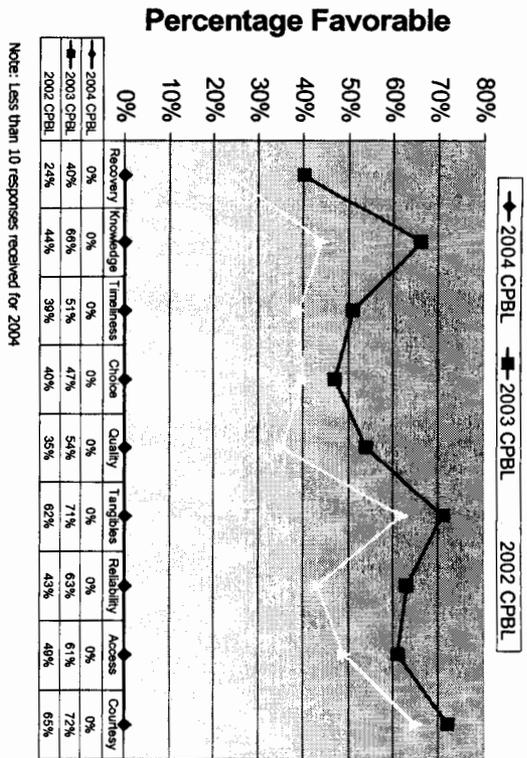
Rome Vendor Customer Satisfaction Results



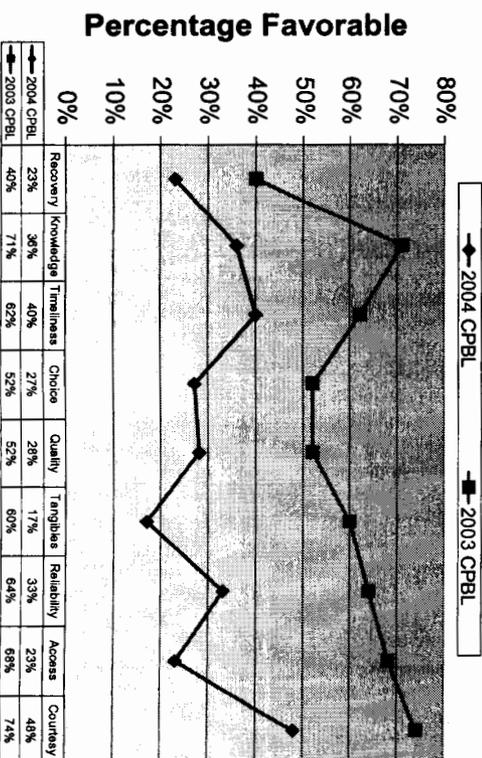
Rome FM Customer Satisfaction Results



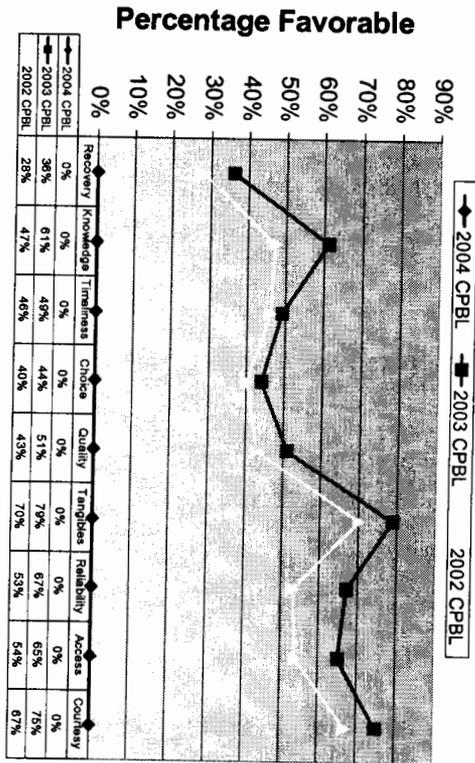
Seaside Vendor Customer Satisfaction Results



Seaside FM Customer Satisfaction Results

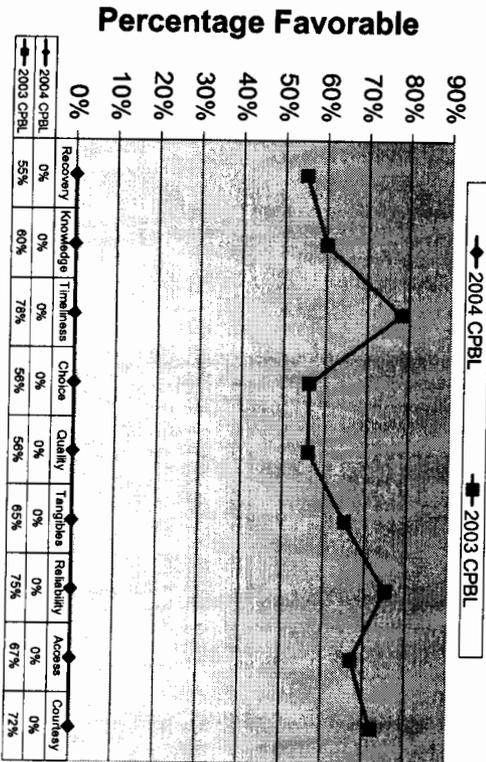


St. Louis Vendor Customer Satisfaction Results



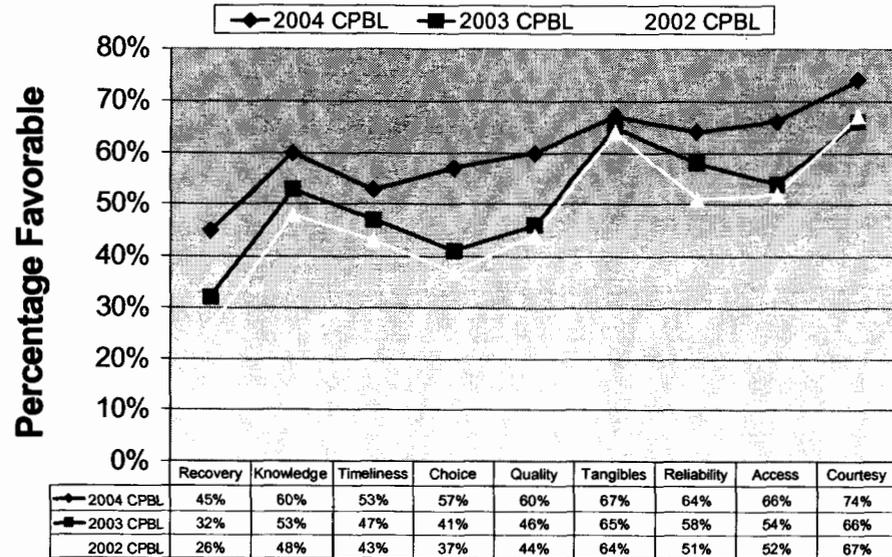
Note: Less than 10 responses received for 2004

St. Louis FM Customer Satisfaction Results

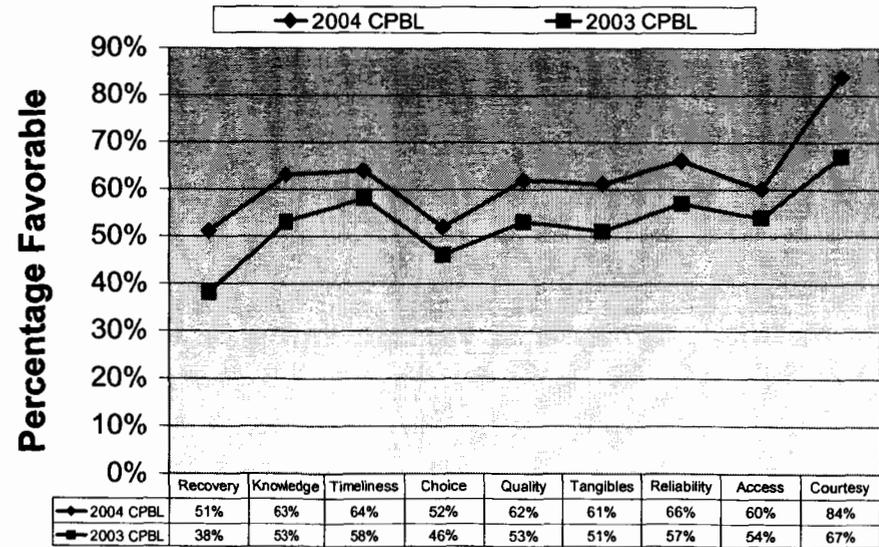


Note: Less than 10 responses received for 2004

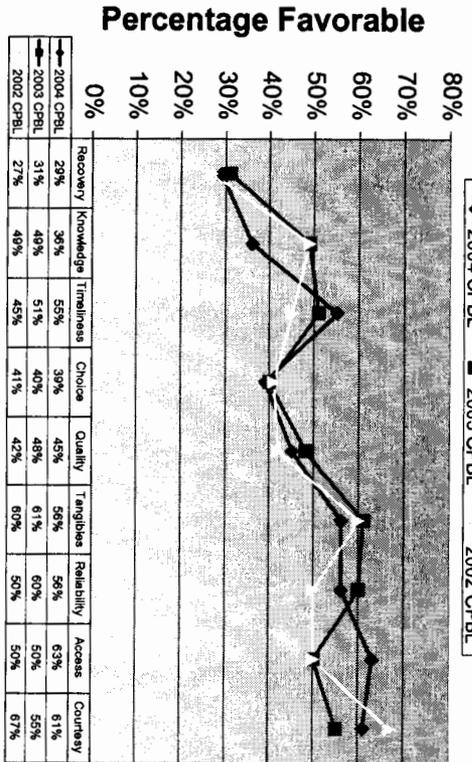
Air Force Vendor Customer Satisfaction Results



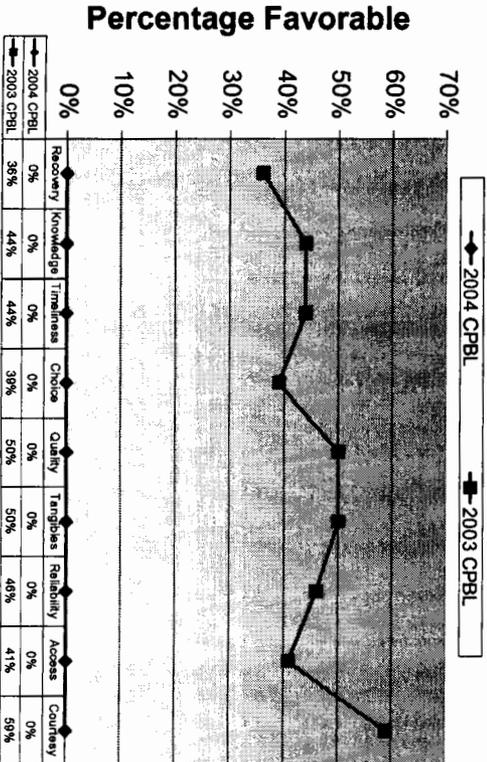
Air Force FM Customer Satisfaction Results



Denver Vendor Customer Satisfaction Results

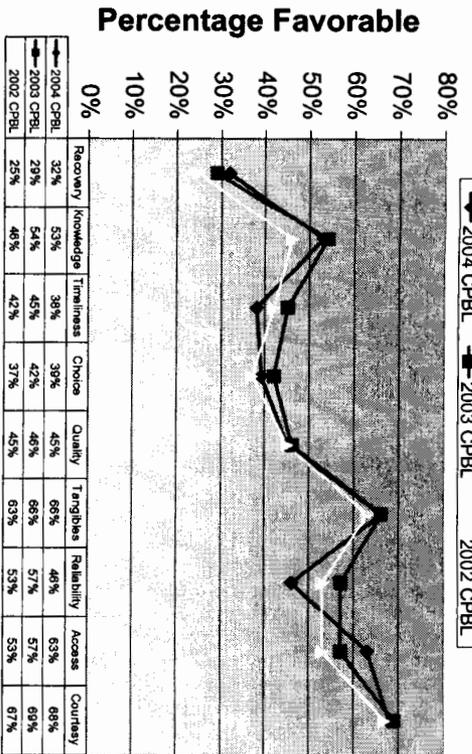


Denver FM Customer Satisfaction Results

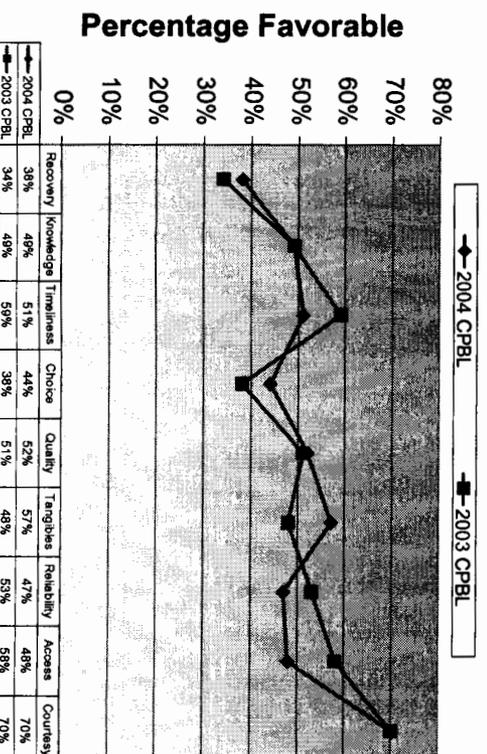


Note: Less than 10 responses received for 2004

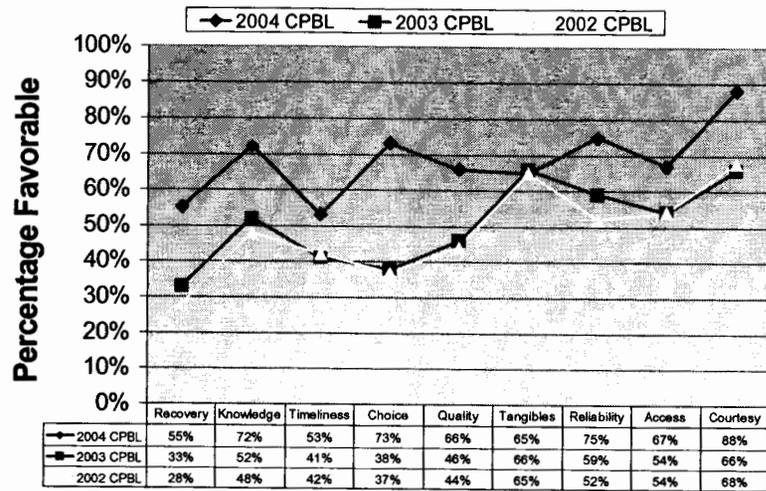
Dayton Vendor Customer Satisfaction Results



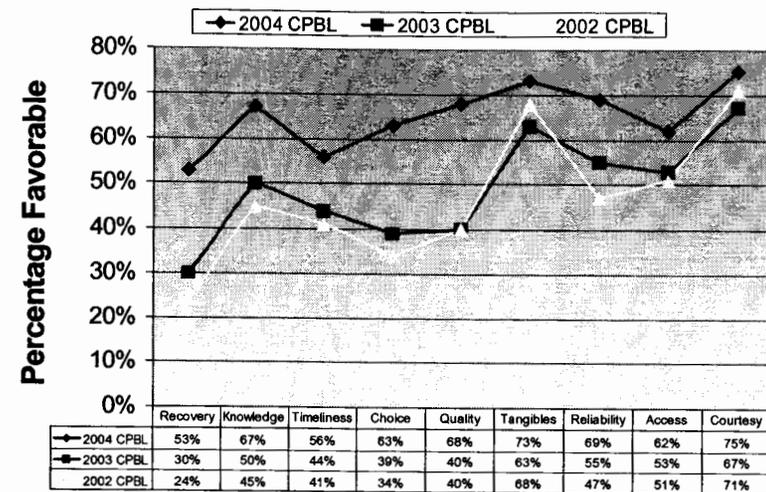
Dayton FM Customer Satisfaction Results



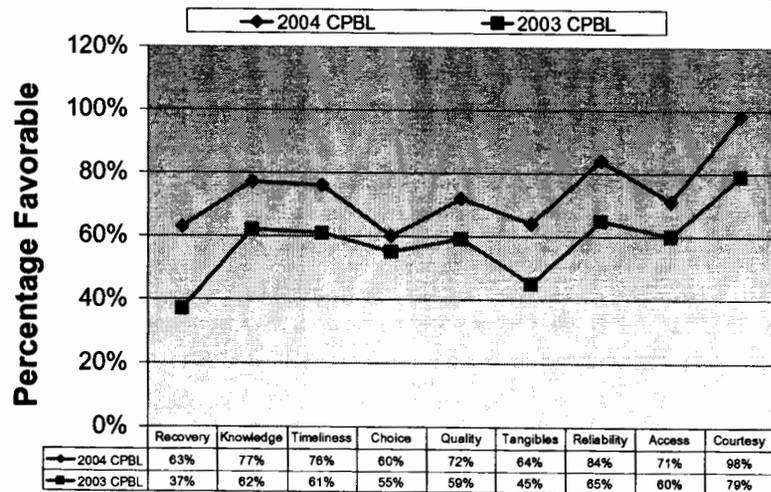
Limestone Vendor Customer Satisfaction Results



Omaha Vendor Customer Satisfaction Results

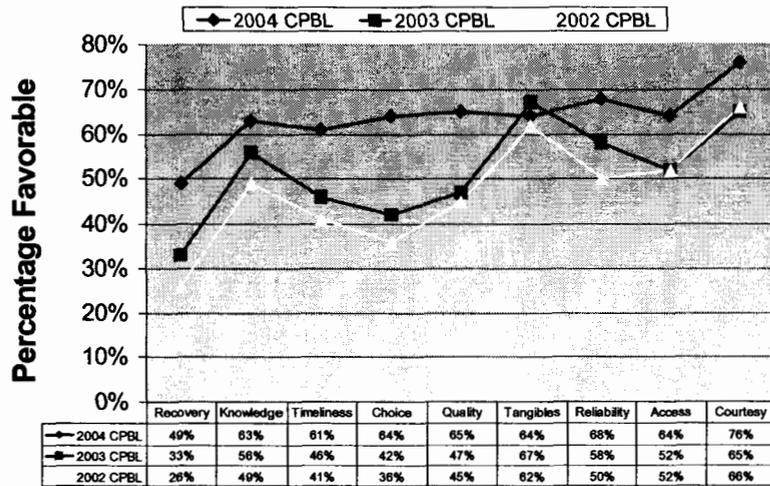


Limestone FM Customer Satisfaction Results

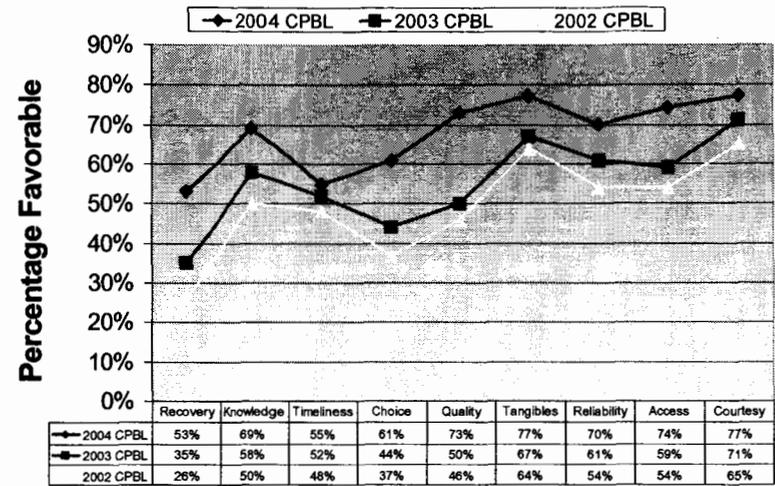


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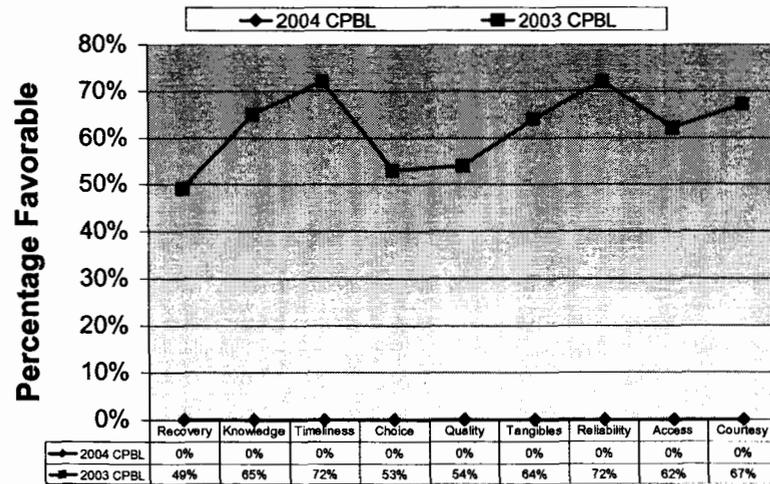
San Antonio Vendor Customer Satisfaction Results



San Bernardino Vendor Customer Satisfaction Results

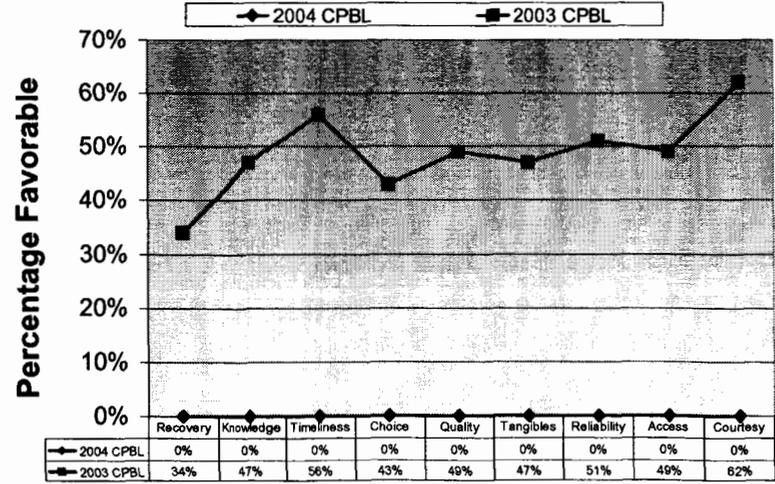


San Antonio FM Customer Satisfaction Results



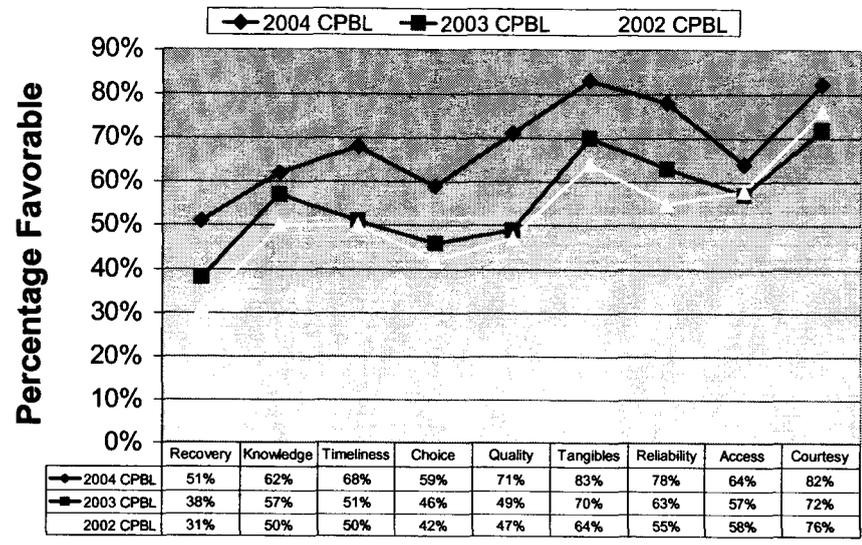
Note: Less than 10 responses received for 2004

San Bernardino FM Customer Satisfaction Results

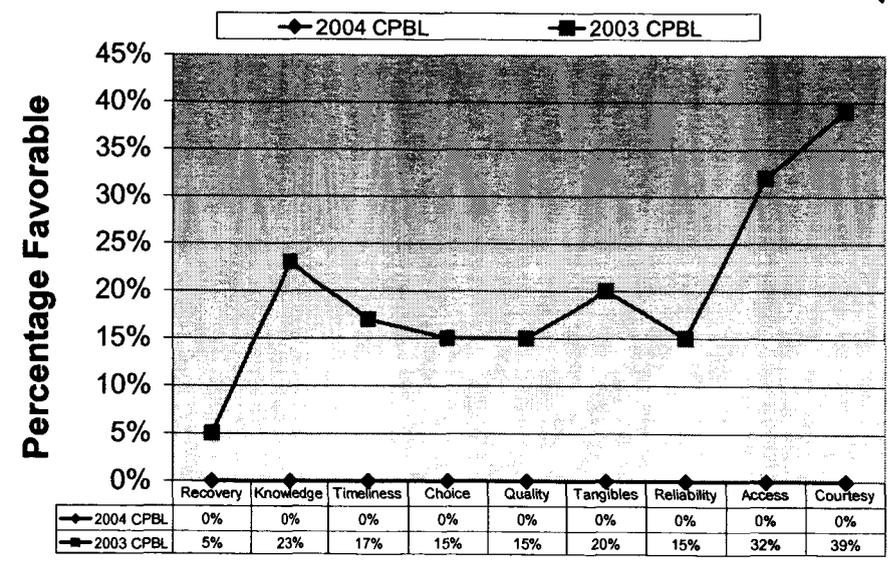


Note: Less than 10 responses received for 2004

Marine Corps Vendor Customer Satisfaction Results

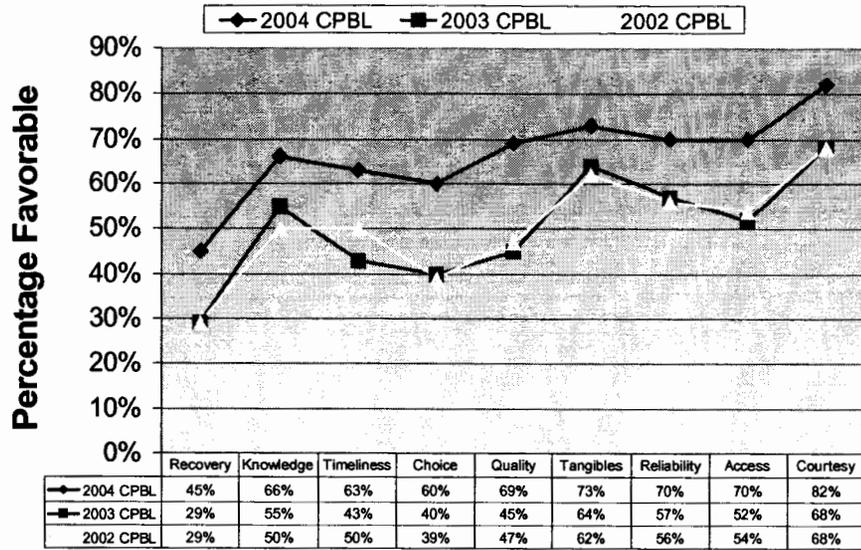


Marine Corps FM Customer Satisfaction Results

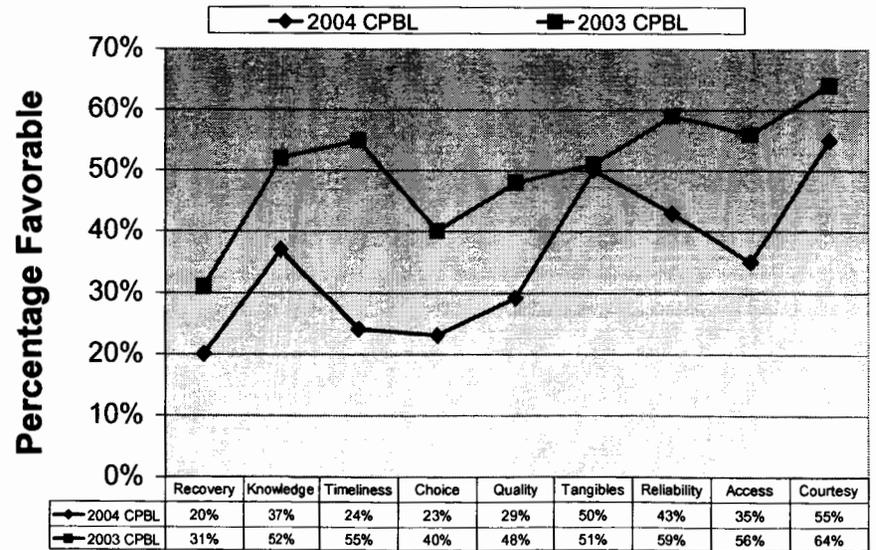


Note: Less than 10 responses received for 2004

Def. Agencies Vendor Customer Satisfaction Results



Def. Agencies FM Customer Satisfaction Results



DFAS

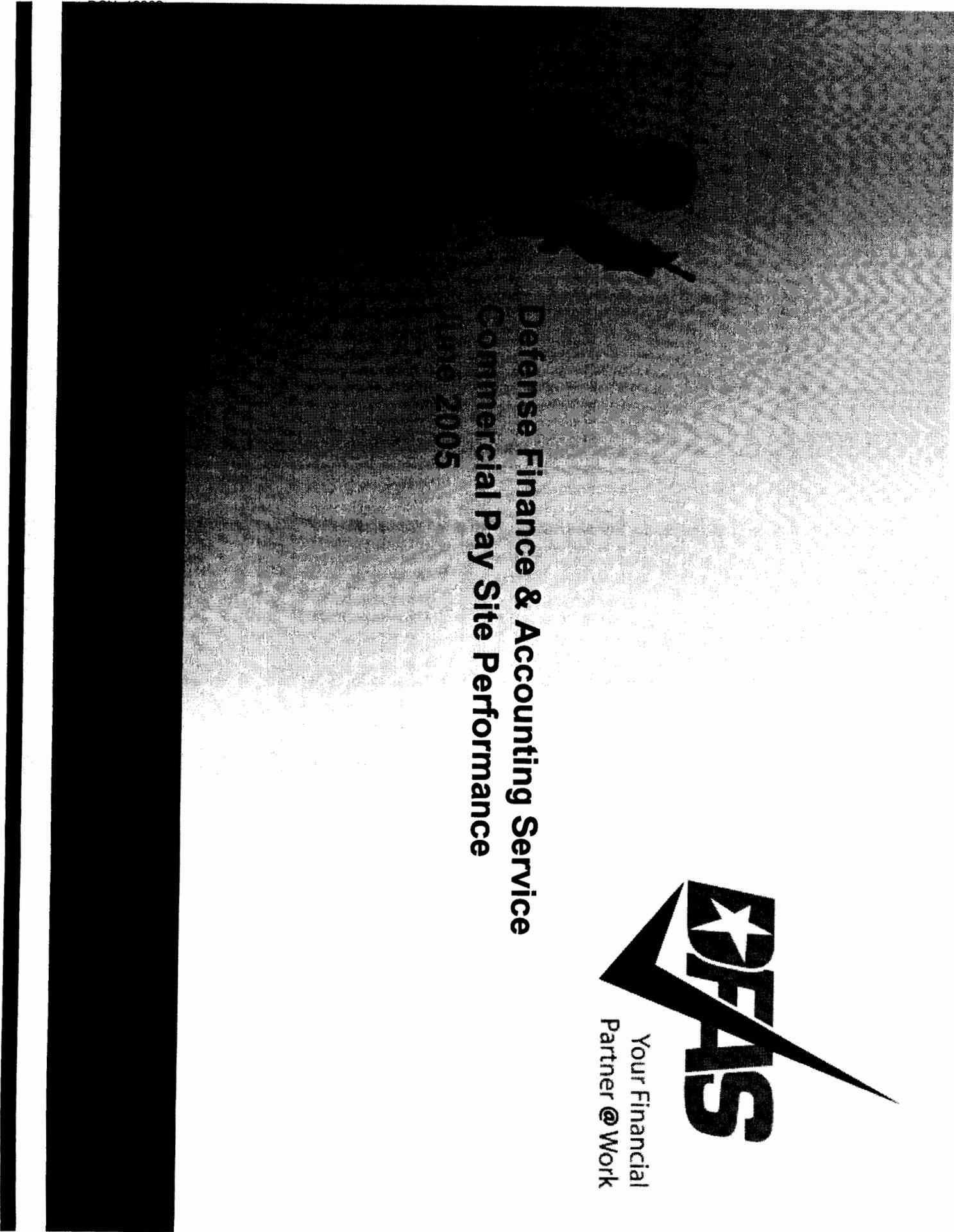
Your Financial Partner @ Work





Defense Finance & Accounting Service
Commercial Pay Site Performance

June 2005



Commercial Pay Site Level Performance



Site	Cumulative	# Invoices On Hand	Overaged Rate	Cumulative
	Interest \$ Per Million			% # Discounts Lost
Columbus Contract Pay	\$54	43,214	1.51%	3.53%
Columbus Vendor Pay	\$161	192,354	1.52%	1.86%
Charleston	\$172	10,432	1.63%	18.39%
Dayton	\$432	14,154	7.27%	37.10%
Europe	\$39	74	0.00%	0.00%
Indy-DAFS	\$805	1,831	8.14%	3.88%
Indy-VP	\$668	7,525	6.72%	2.26%
Indy-Trans Pay	\$31	16,335	0.00%	1.79%
Japan	\$47	1,837	0.87%	8.76%
Lawton	\$349	7,140	2.72%	8.85%
Lexington	\$320	2,849	0.00%	0.48%
Limestone	\$338	11,544	3.59%	49.81%
Norfolk	\$708	12,191	3.99%	16.16%
Omaha	\$245	421	2.85%	38.69%
Orlando	\$397	2,489	4.74%	5.65%
Pacific	\$152	1,626	3.81%	12.62%
Pensacola	\$309	76,369	2.03%	44.53%
Rock Island	\$165	8,715	8.74%	4.94%
Rome	\$288	6,557	3.25%	5.19%
San Antonio	\$278	6,935	3.24%	2.69%
San Diego	\$479	8,105	1.75%	29.53%
St Louis	\$97	1,860	1.02%	2.02%
Totals	\$143	434,557	2.22%	4.86%

Through June 2005

Commercial Pay Site Level Performance Through June 2005



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Military and Civilian Pay Services

Performance Metrics

Military and Civilian Pay Services

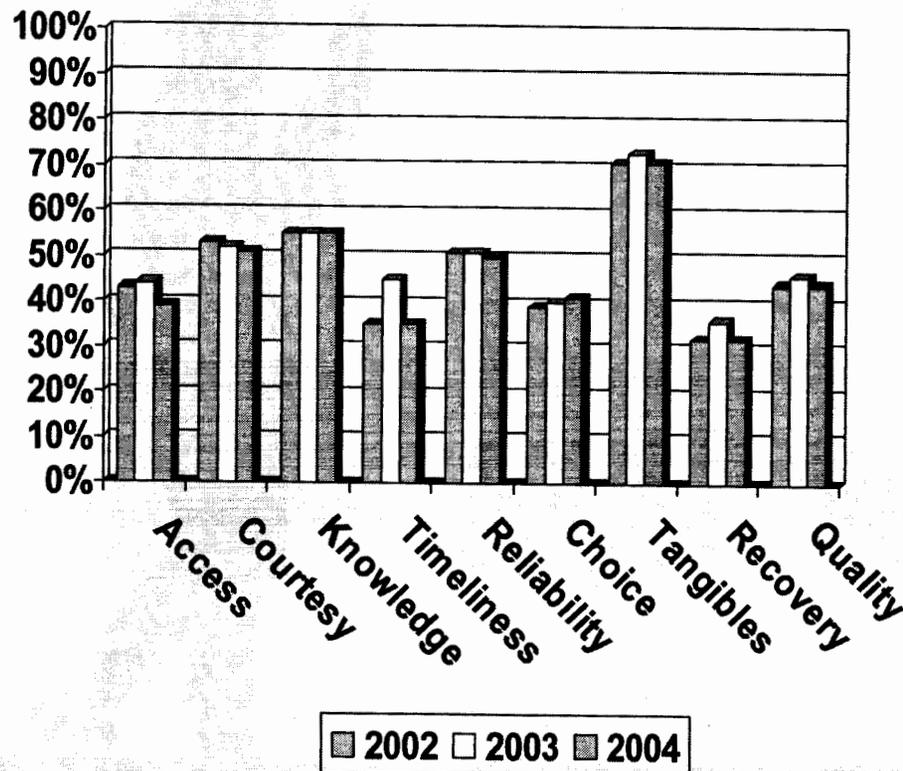


Customer Service Metrics

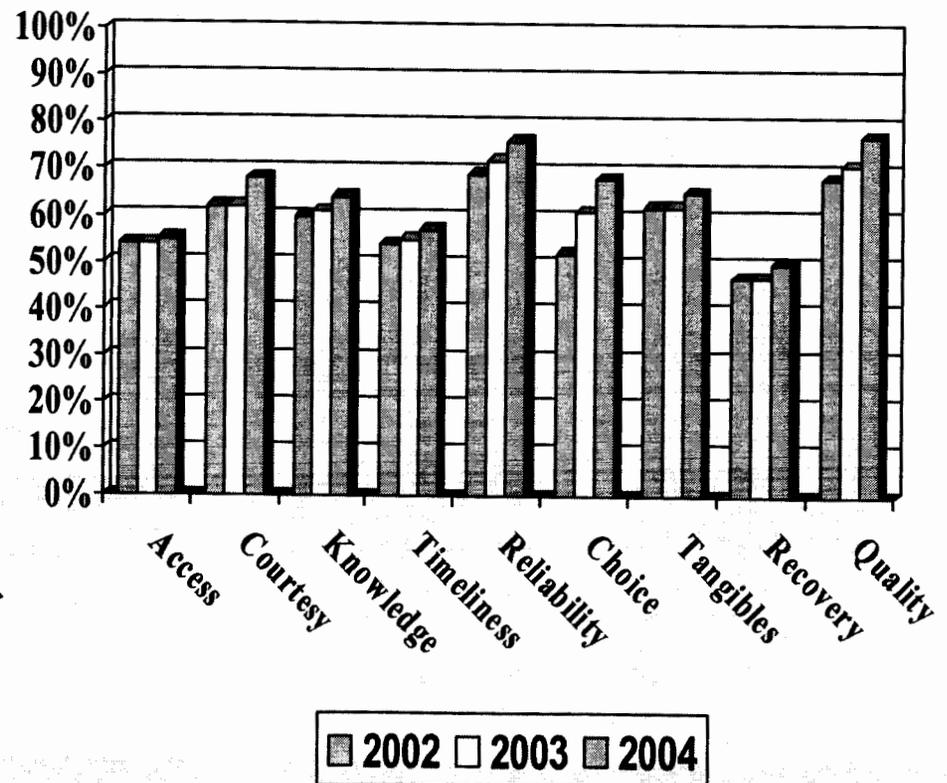
Customer Satisfaction Surveys 2002-2004 (Military Pay)



Military Pay Service Providers (base level finance offices)



Military Pay End Users

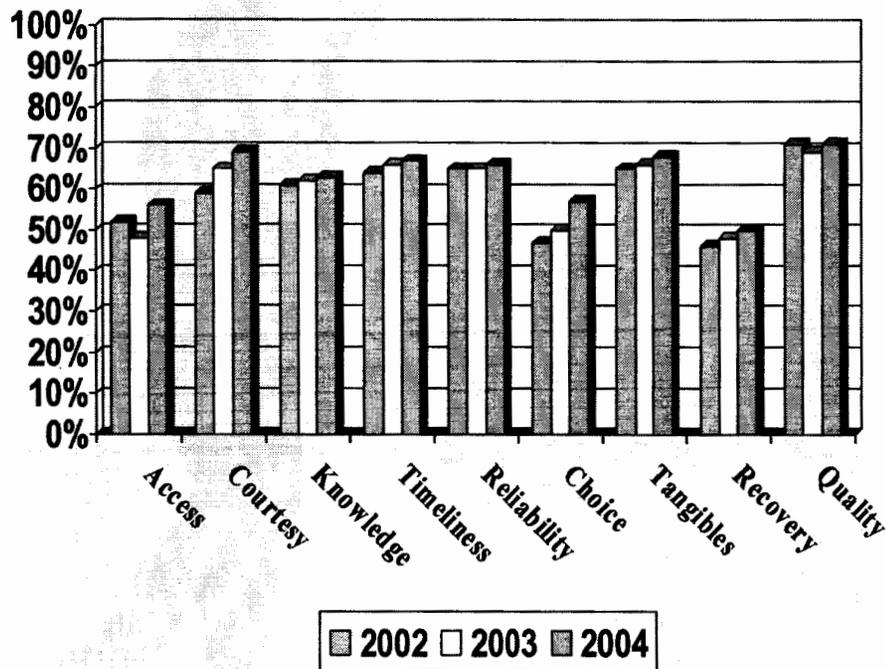


Represents survey responses of "favorable" and "very favorable."

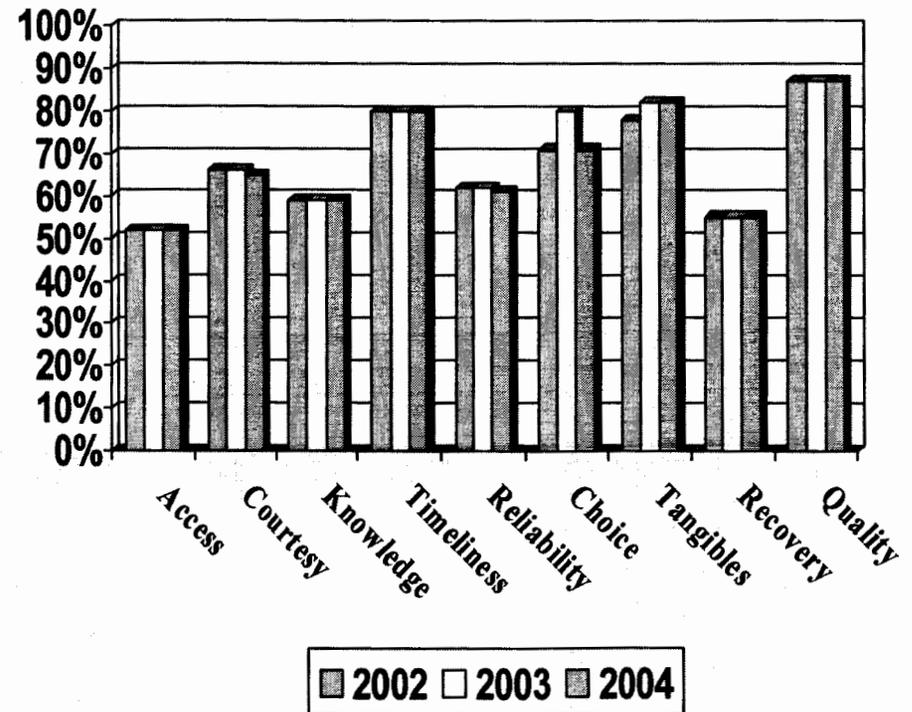
Customer Satisfaction Surveys 2002-2004 (Civilian Pay)



Civilian Pay Customer Service (base level customer service reps)



Civilian Pay End Users

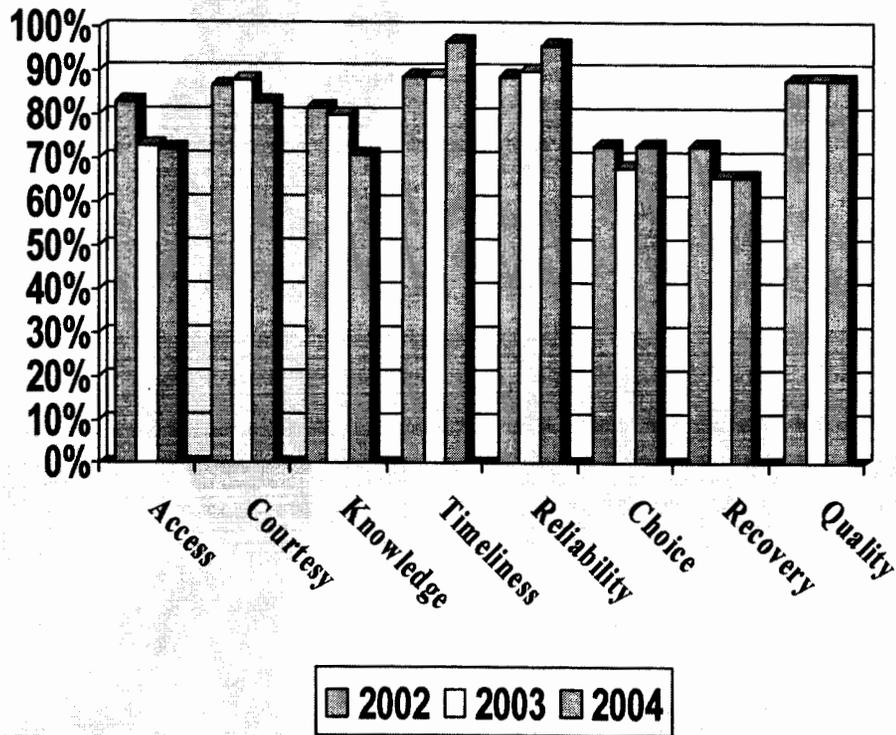


Represents survey responses of "favorable" and "very favorable."

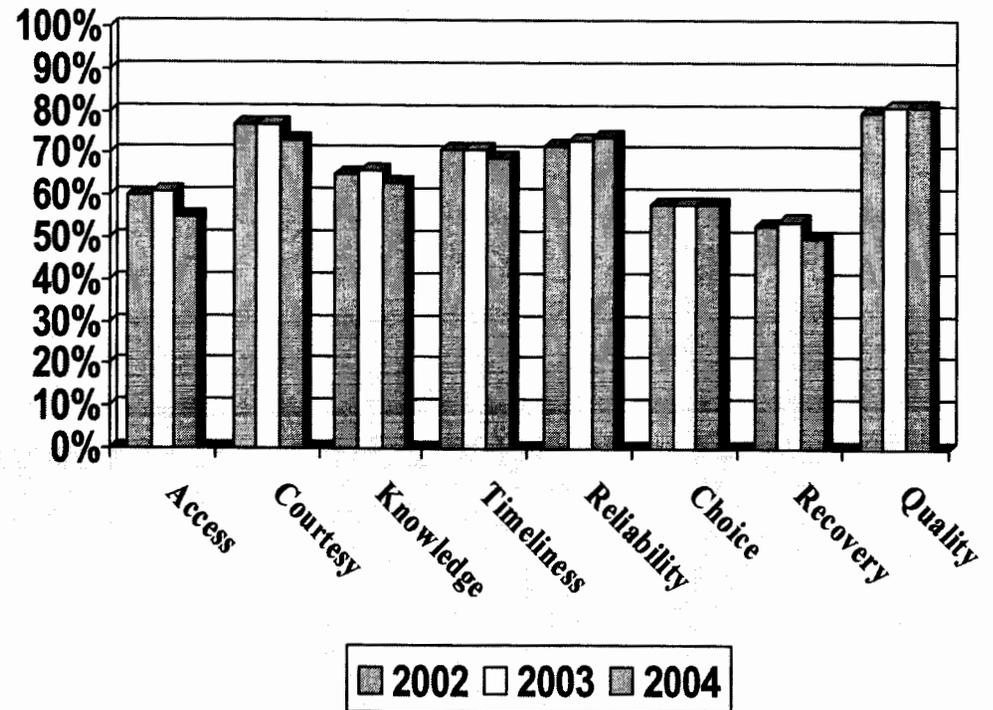
Customer Satisfaction Surveys 2002-2004 (Travel)



Travel Pay Services Providers (base level travel offices)

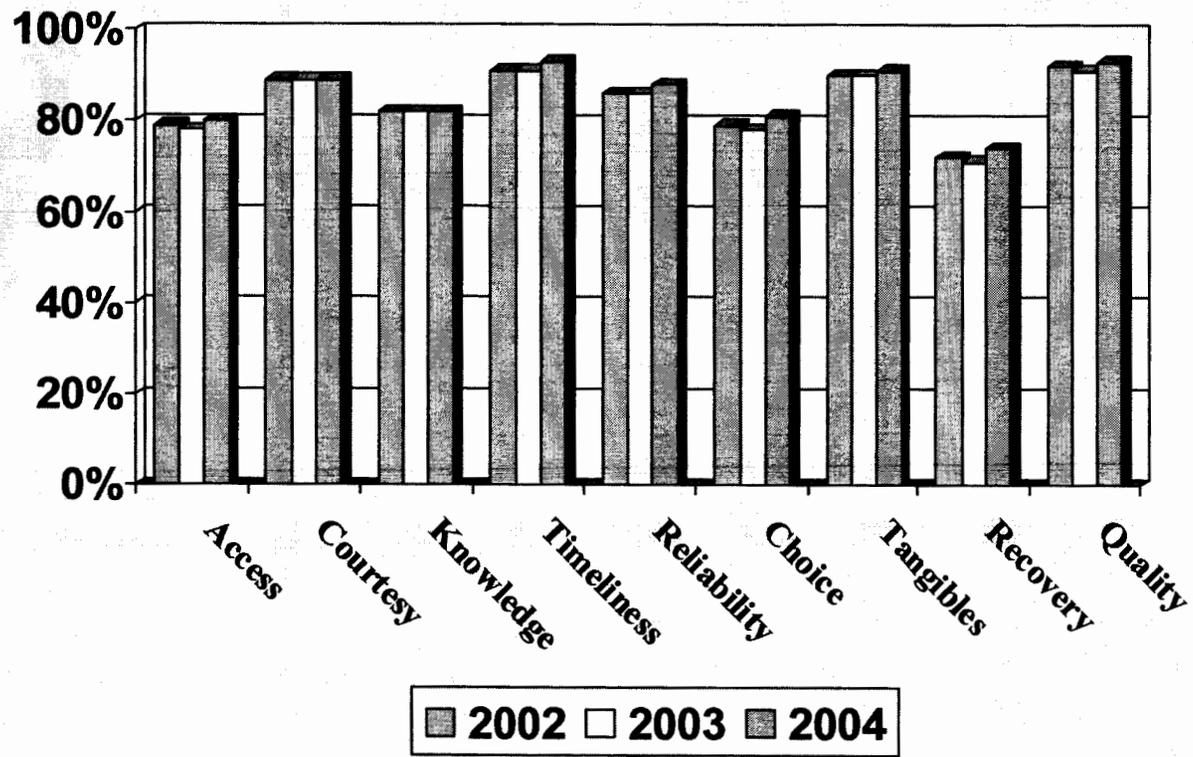


Travel Pay Services End Users



Represents survey responses of "favorable" and "very favorable."

Customer Satisfaction Surveys 2002-2004 (Retired and Annuitant Pay) - (Cleveland)



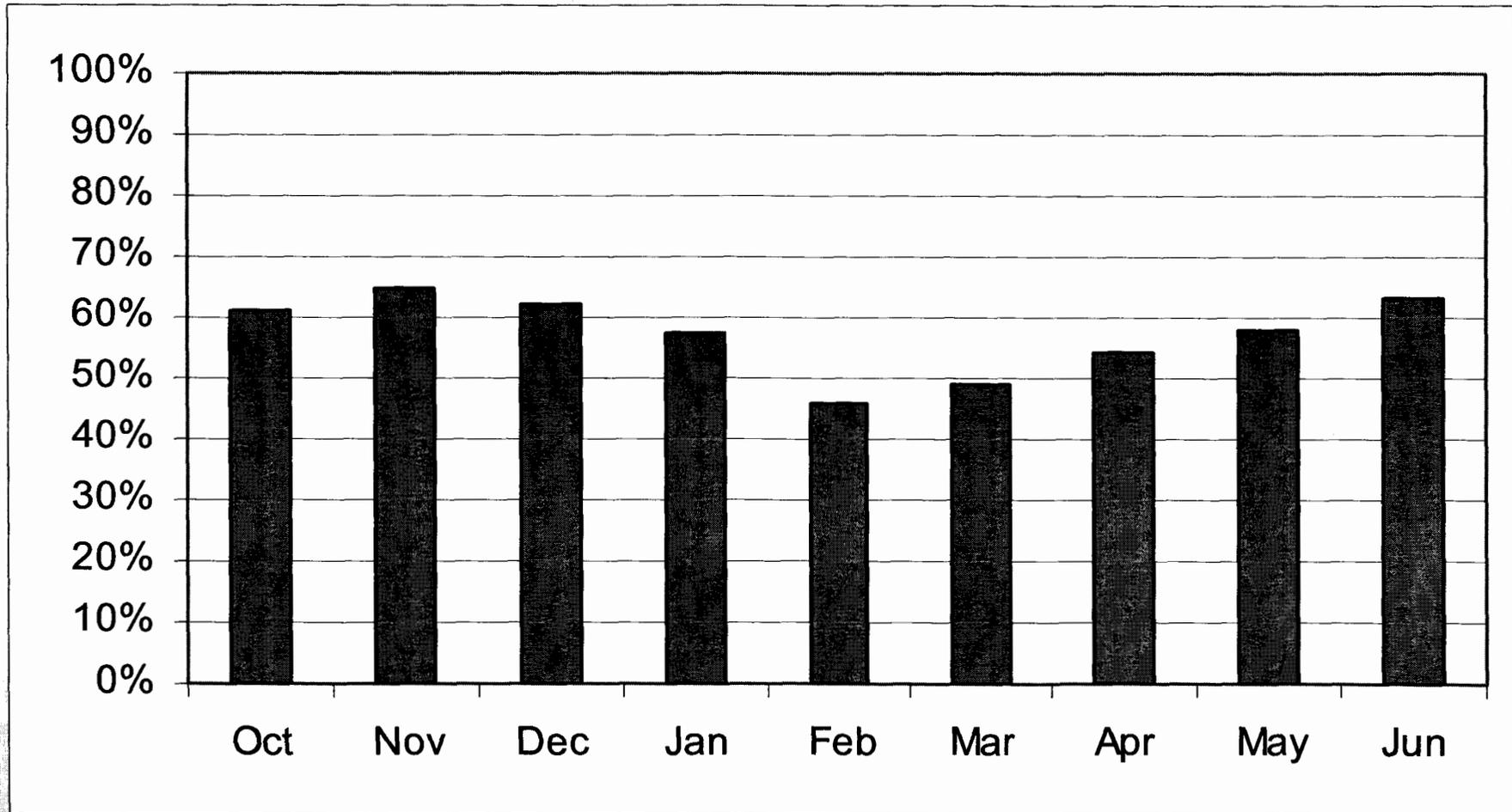
Represents survey responses of "favorable" and "very favorable."

Customer Satisfaction - Cleveland Call Center

(includes Active, Reserve and National Guard for Army, Navy and Air Force)

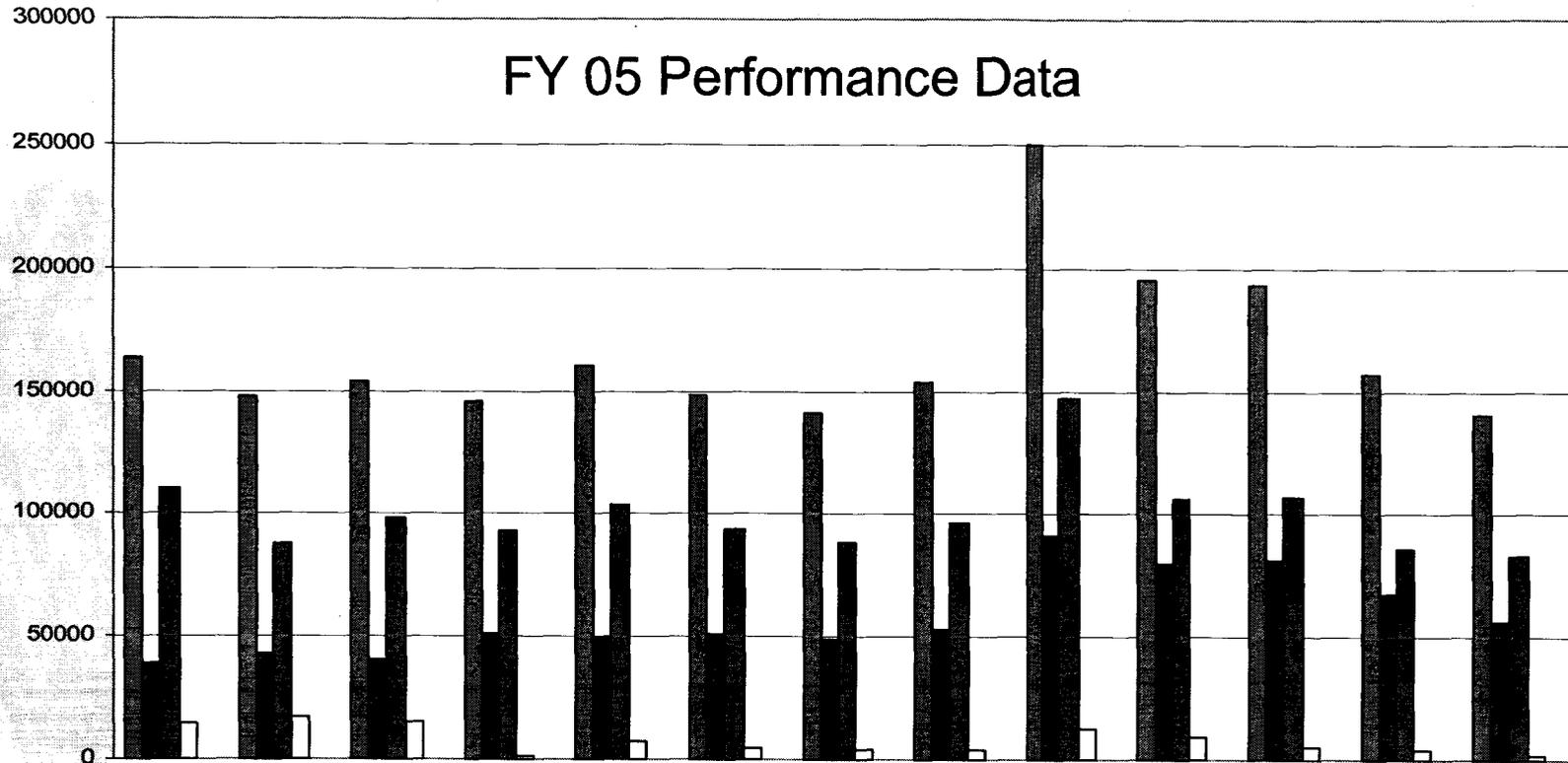


FY 05 Performance Data*



Represents survey responses of "satisfied" and "very satisfied."

Cleveland Call Center - Consolidated Telephone Business Metrics



	May-04	Jun-04	Jul-04	Aug-04	Sep-04	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05
■ Offered	163197	147647	153396	145443	160437	148604	140792	153763	250125	195292	193314	156891	140530
■ Answered by CSR	38924	42783	40223	51024	49632	50481	48805	53074	90682	79547	81181	67234	55720
■ Answered by IVR	109908	87793	98116	93035	103666	93412	88311	96474	146928	106188	106697	85528	83007
□ Abandoned	14365	17071	15057	1384	7139	4711	3676	4215	12515	9557	5436	4129	1803
■ Demand Met	91%	88%	90%	99%	96%	97%	97%	97%	95%	95%	97%	97%	99%

CSR=Customer Service Representative
IVR=Interactive Voice Response

Military and Civilian Pay Services



Performance Metrics

DCN: 12262

12/22/2005

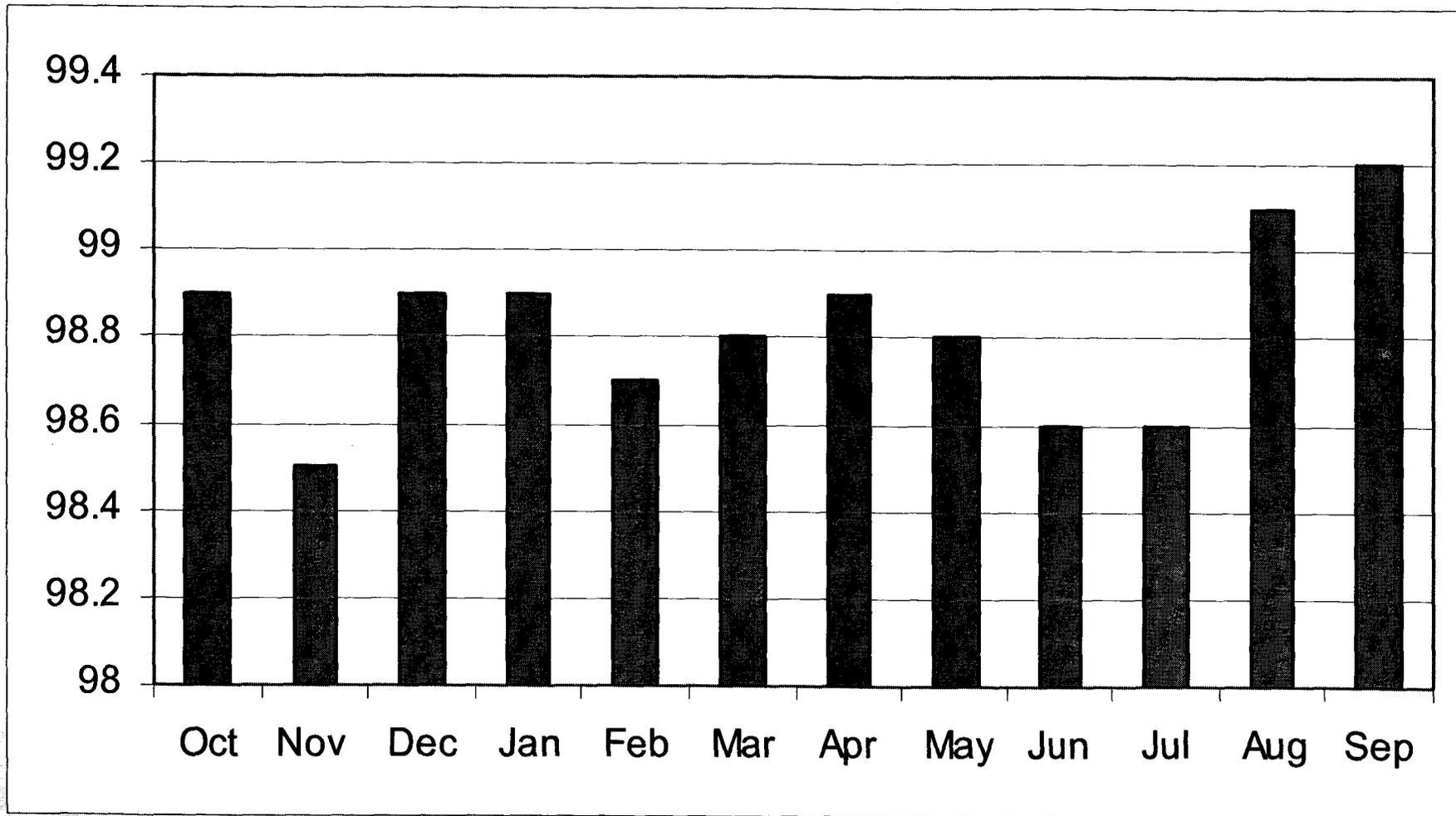
Integrity - Service - Innovation

9 of 19

Problem Cases Resolved within 30 Days - (Military Pay)



FY 04 Performance Data*

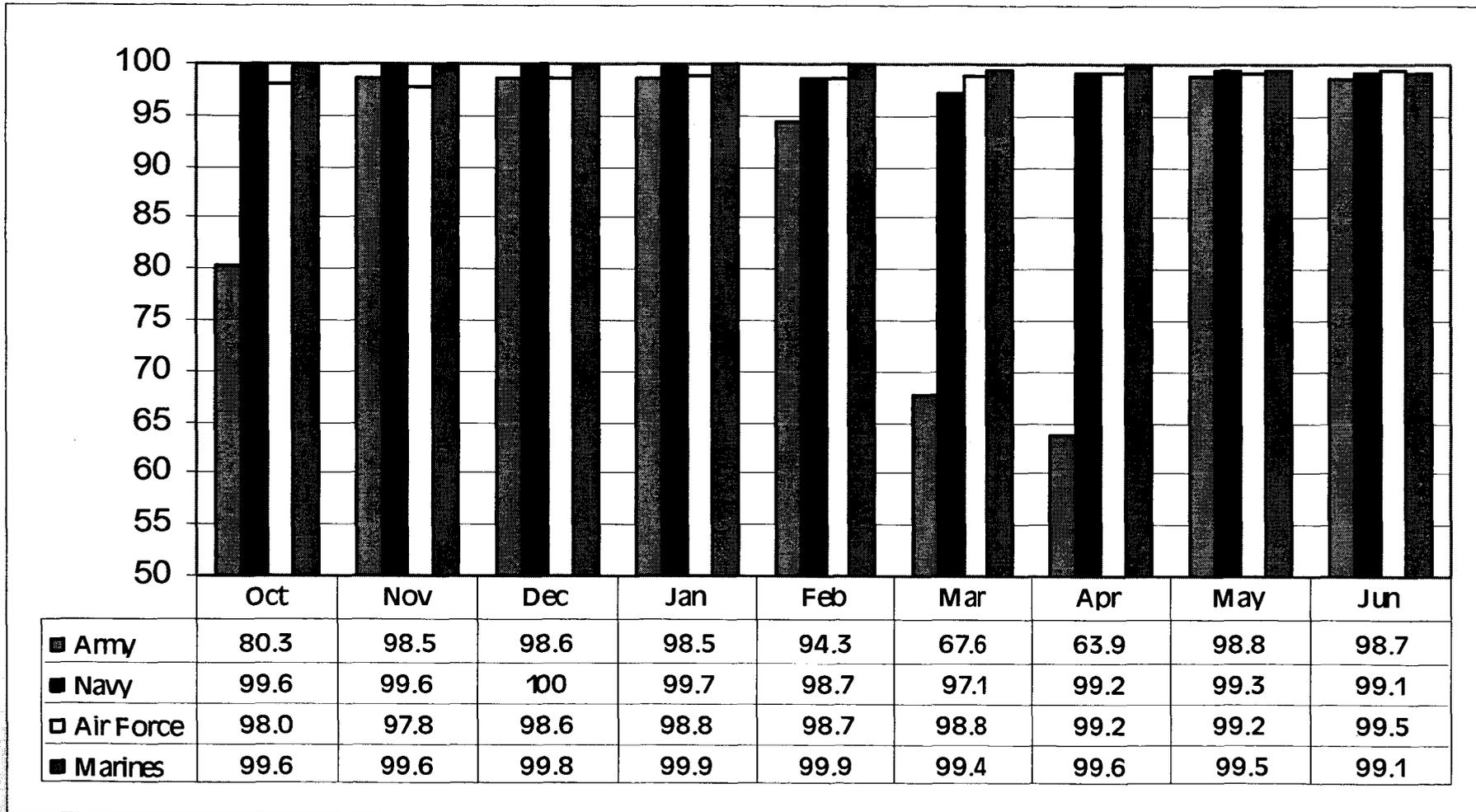


Service breakout not available for FY 04 - see next chart

Problem Cases Resolved within 30 Days - (Military Pay)



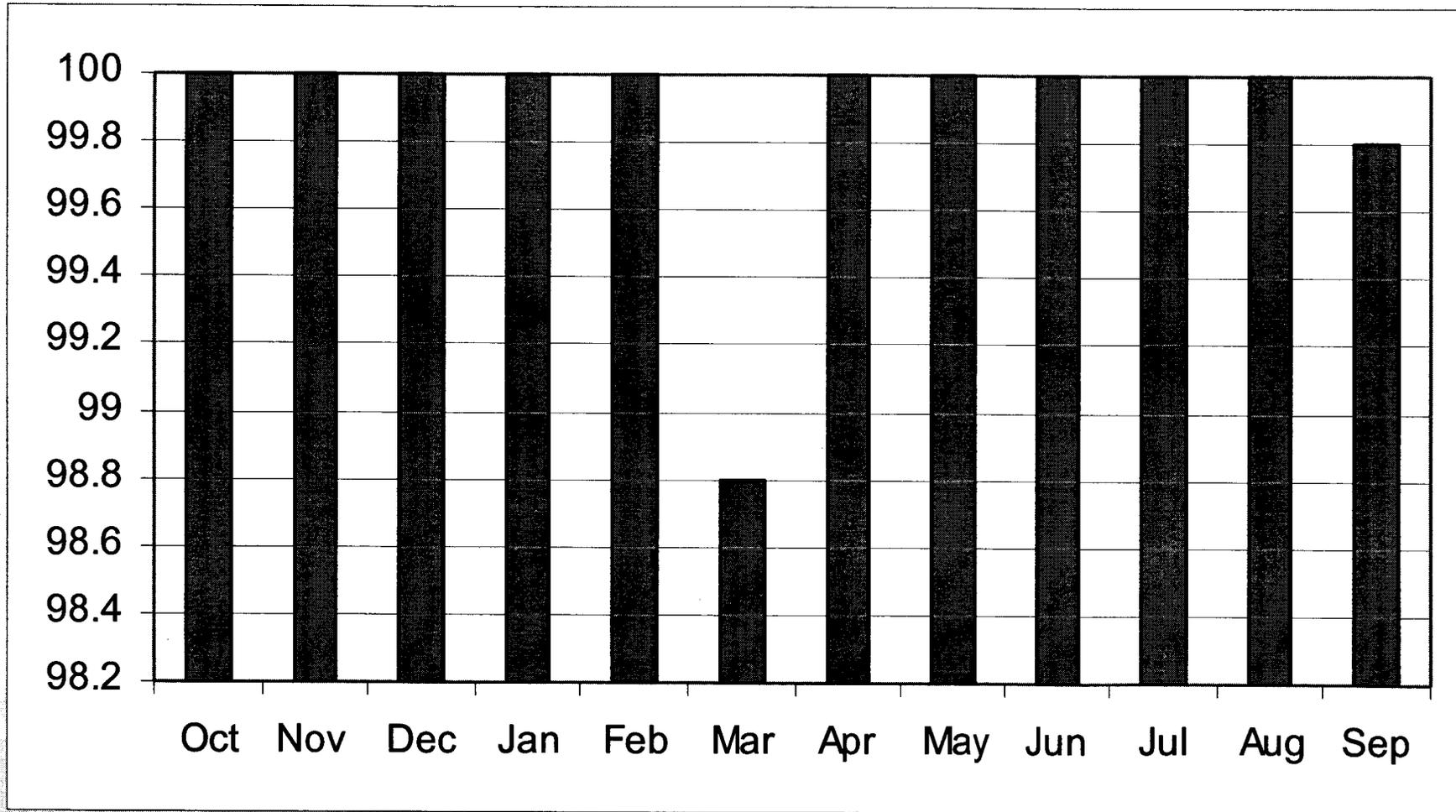
FY 05 Performance Data by Service



Problem Cases Resolved within 30 Days - (Civilian Pay)



FY 04 Performance Data*

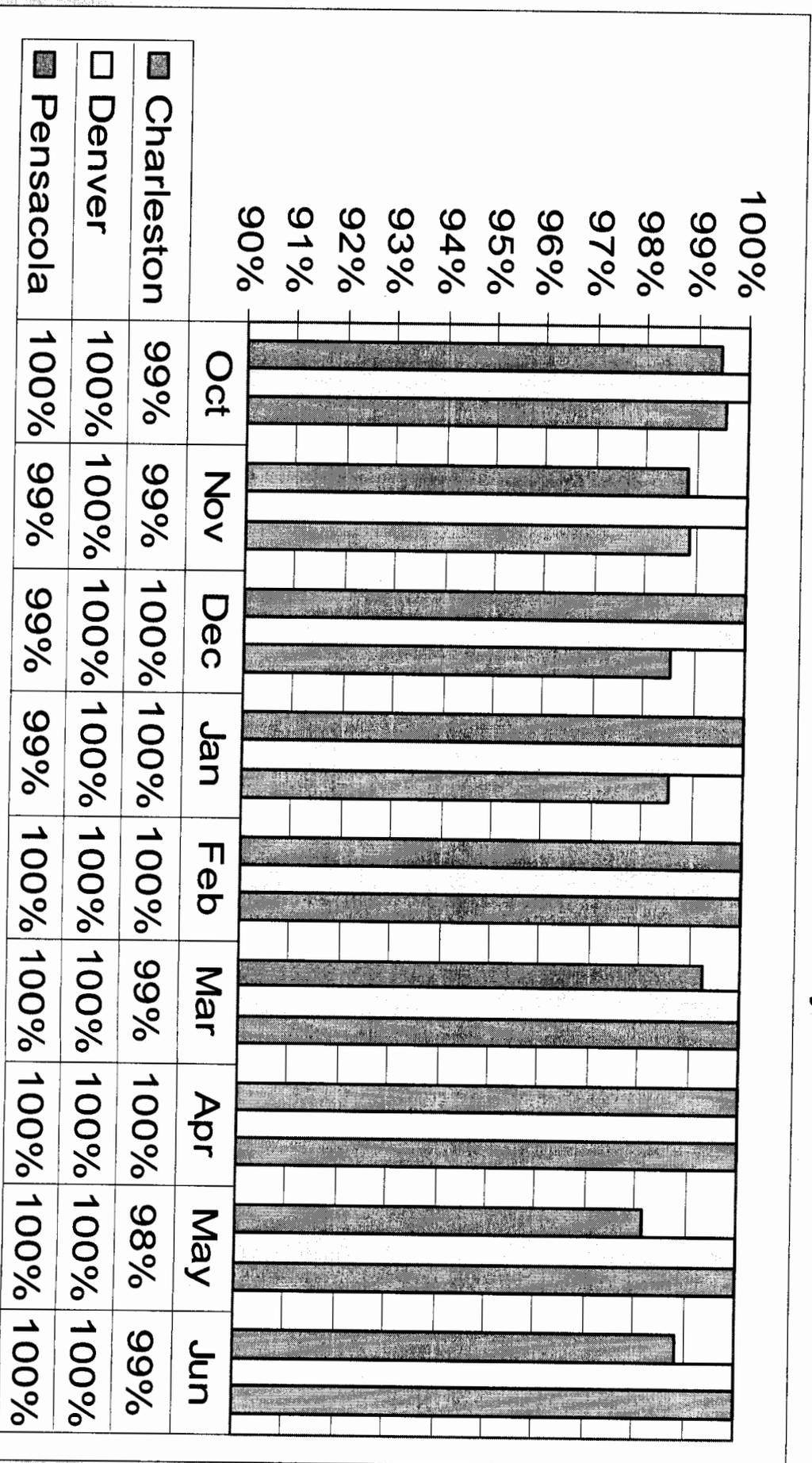


Site breakout not available for FY 04 - see next chart

Problem Cases Resolved within 30 Days - (Civilian Pay)



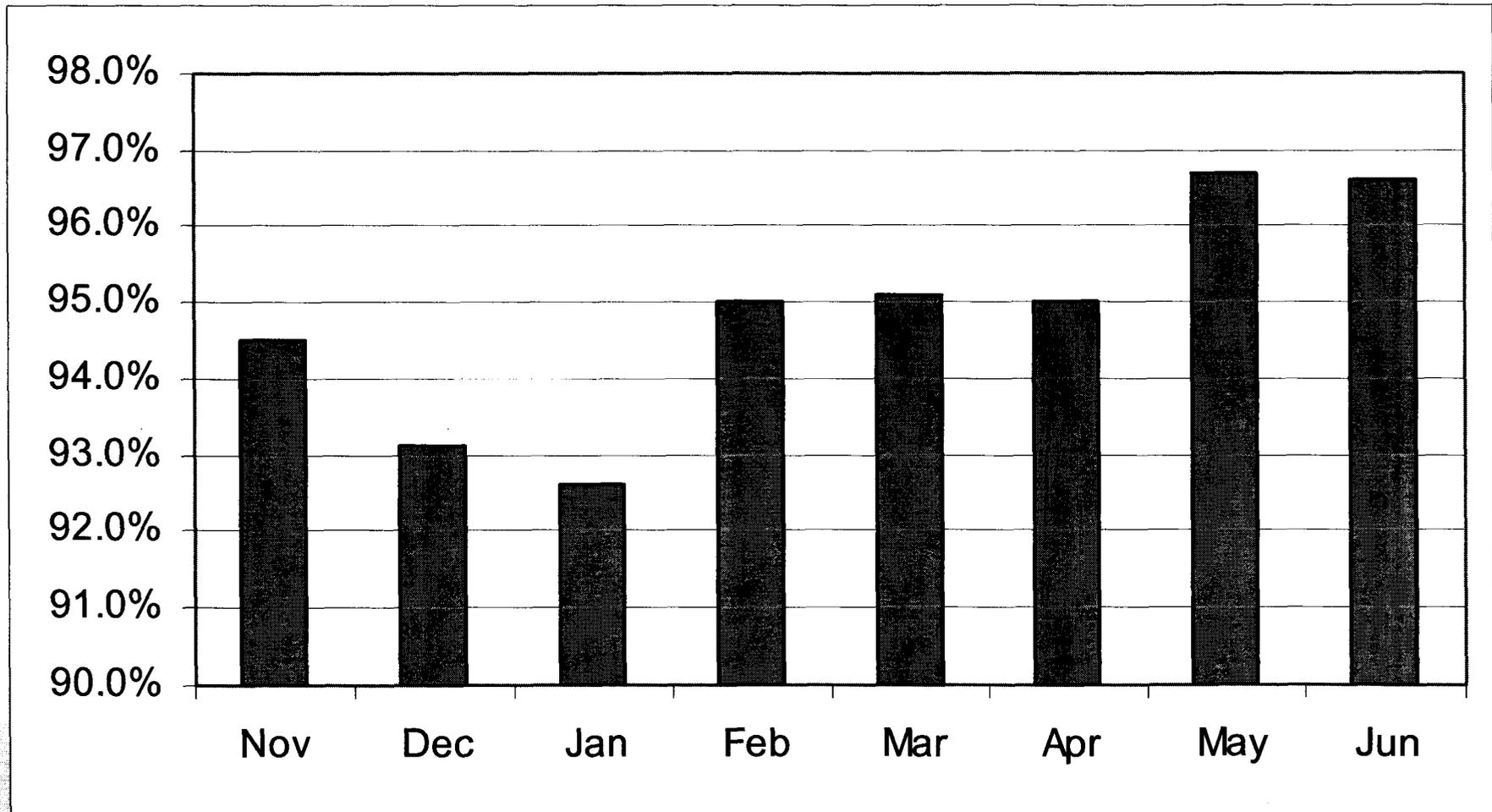
FY 05 Performance Data by Site



New Retired Pay Accounts Established On Time - (Retired and Annuitant Pay) - (Cleveland)



FY 05 Performance Data*

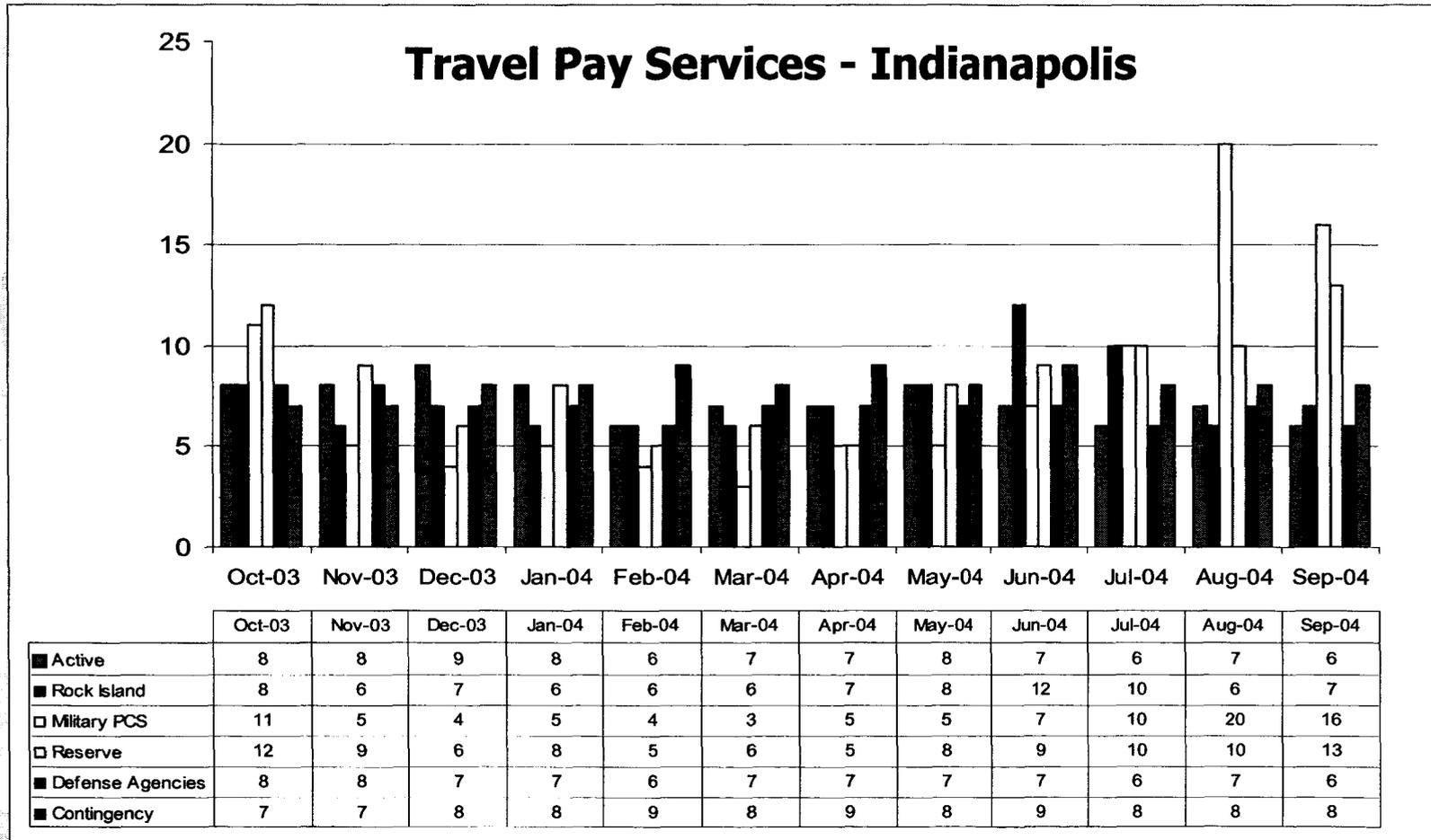


* Current metric not established until Nov 04

Travel Turn-Around-Time - (Travel Pay)



FY 04 Performance Data*

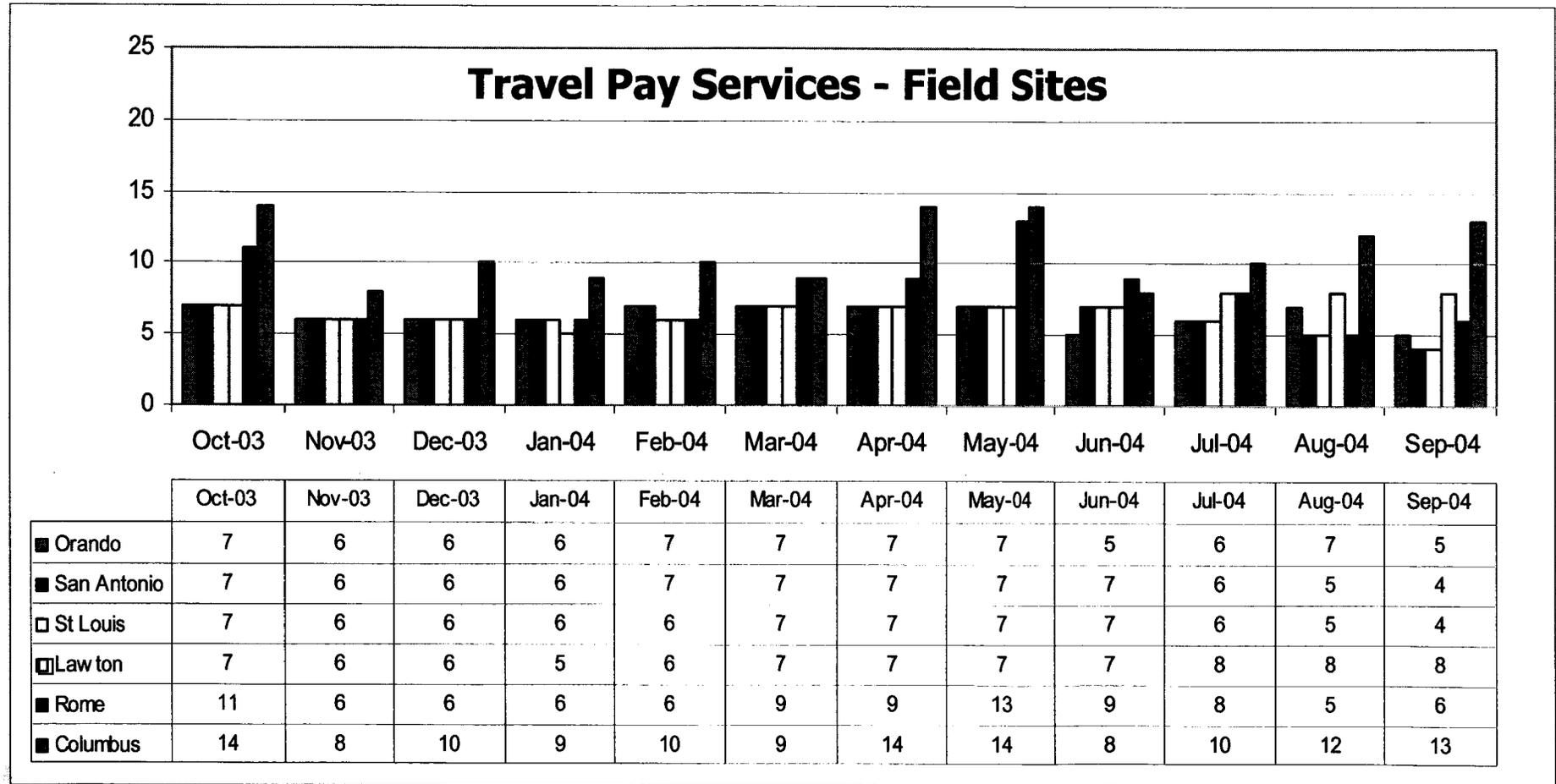


* DOD Standard is 8 days for travel voucher processing. Metrics above reflect turnaround time starting on first day of receipt of a ready to pay voucher.

Travel Turn-Around-Time - (Travel Pay)



FY 04 Performance Data*

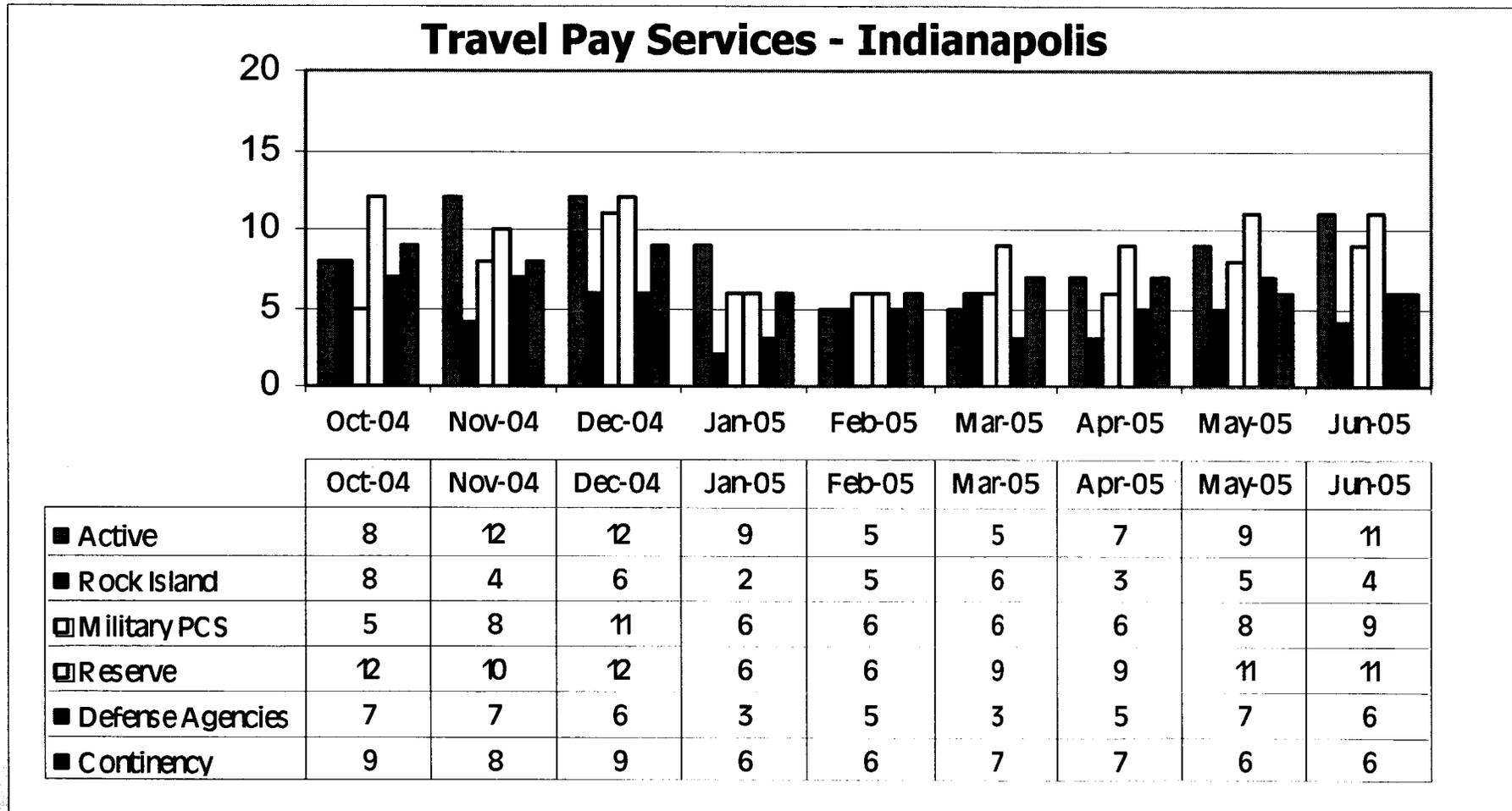


* DOD Standard is 8 days for travel voucher processing. Metrics above reflect turnaround time starting on first day of receipt of a ready to pay voucher.

Travel Turn-Around-Time - (Travel Pay)



FY 05 Performance Data*

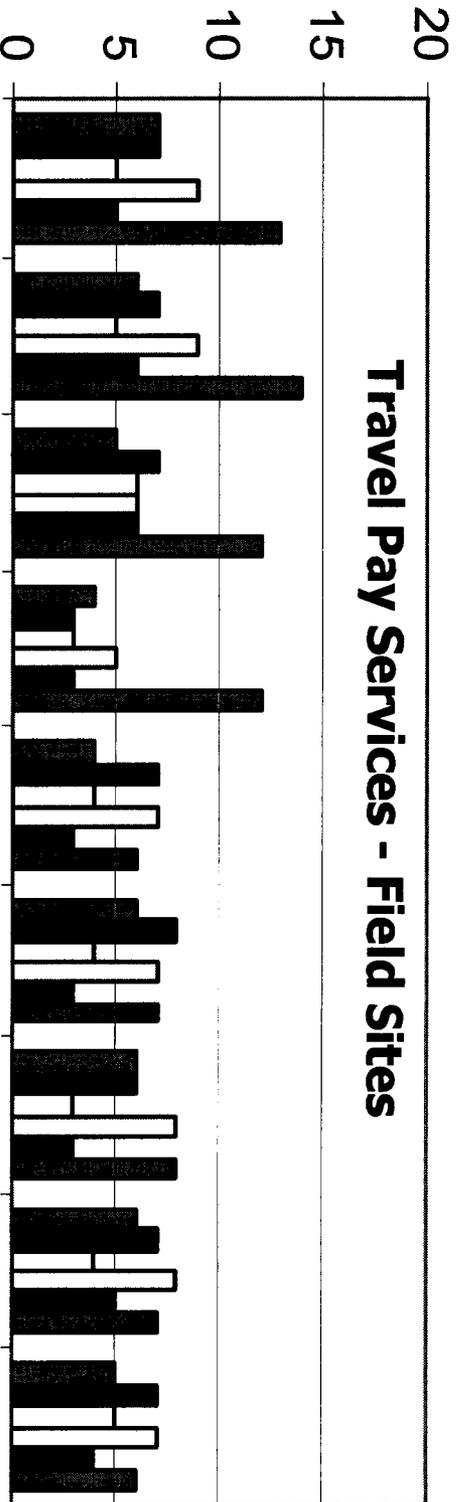


* DOD Standard is 8 days for travel voucher processing. Metrics above reflect turnaround time starting on first day of receipt of a ready to pay voucher.

Travel Turn-Around-Time - (Travel Pay)



FY 05 Performance Data*



	Oct-04	Nov-04	Dec-04	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05
■ Orlando	7	6	5	4	4	6	6	6	5
■ San Antonio	7	7	7	3	7	8	6	7	7
□ St Louis	5	5	6	3	4	4	3	4	5
□ Lawton	9	9	6	5	7	7	8	8	7
■ Rome	5	6	6	3	3	3	3	5	4
■ Columbus	13	14	12	12	6	7	8	7	6

* DOD Standard is 8 days for travel voucher processing. Metrics above reflect turnaround time starting on first day of receipt of a ready to pay voucher.

DFAS

Your Financial Partner @ Work



DFAS Workyears

	FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
Military	2,011	1,945	1,863	1,776	1,707	1,643	1,516	1,573	1,548	1,382	1,152	976
Civilians	25,020	24,811	22,373	21,642	20,898	20,244	19,609	18,875	18,649	17,063	16,631	14,293
Total	27,031	26,756	24,236	23,418	22,605	21,887	21,125	20,448	20,197	18,445	17,783	15,269

FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
888	739	474	356	262	262	262	262	262
13,605	13,872	13,816	13,567	12,737	11,948	11,235	10,890	10,670
14,493	14,611	14,290	13,923	12,999	12,210	11,497	11,152	10,932

FY05-011 FTEs are based on current FY06 President's Budget Position

DFAS Total Contractor Personnel Per Site

Site	Total Contractors at Site
ARLINGTON	69
BRATENAHIL	21
CHARLESTON	25
CLEVELAND	593
COLUMBUS	156
DAYTON	5
DENVER	100
INDIANAPOLIS	404
KANSAS CITY	140
LIMESTONE	10
OMAHA	13
PAX RIVER	57
PENSACOLA	32
SAN BERNARDINO	3
SAN DIEGO	1
SAUFLEY FIELD	116
SOUTHBRIDGE	38
ST LOUIS	15
Total	1,799

DFAS Total Contractor Personnel Per Site

<i>Site</i>	<i>Total Contractors at Site</i>
ARLINGTON	88
BRATENHAHL	23
CHARLESTON	29
CLEVELAND	459
COLUMBUS	236
DAYTON	6
DENVER	101
INDIANAPOLIS	330
KANSAS CITY	132
LAWTON	2
LIMESTONE	3
OMAHA	18
ORLANDO	5
PAX RIVER	11
PENSACOLA	33
SAN ANTONIO	3
SAN BERNARDINO	5
SAN DIEGO	1
SAUFLEY FIELD	107
SOUTHBURIDGE	38
ST LOUIS	2
Total	1,632

DFAS Financial Operations Cost History (\$M)

FY91	FY92	FY93	FY94	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02
\$ 1,750.0	\$ 1,711.0	\$ 1,700.0	\$ 1,688.0	\$ 1,669.0	\$ 1,642.0	\$ 1,640.0	\$ 1,605.0	\$ 1,622.0	\$ 1,662.0	\$ 1,548.0	\$ 1,569.0

FY 91-FY 2005 are then year actual

Fy 2007-FY 2011 are POM estimates

FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11
\$ 1,645.0	\$ 1,597.0	\$ 1,645.0	\$ 1,651.0	\$ 1,535.0	\$ 1,579.0	\$ 1,514.0	\$ 1,496.0	\$ 1,504.0