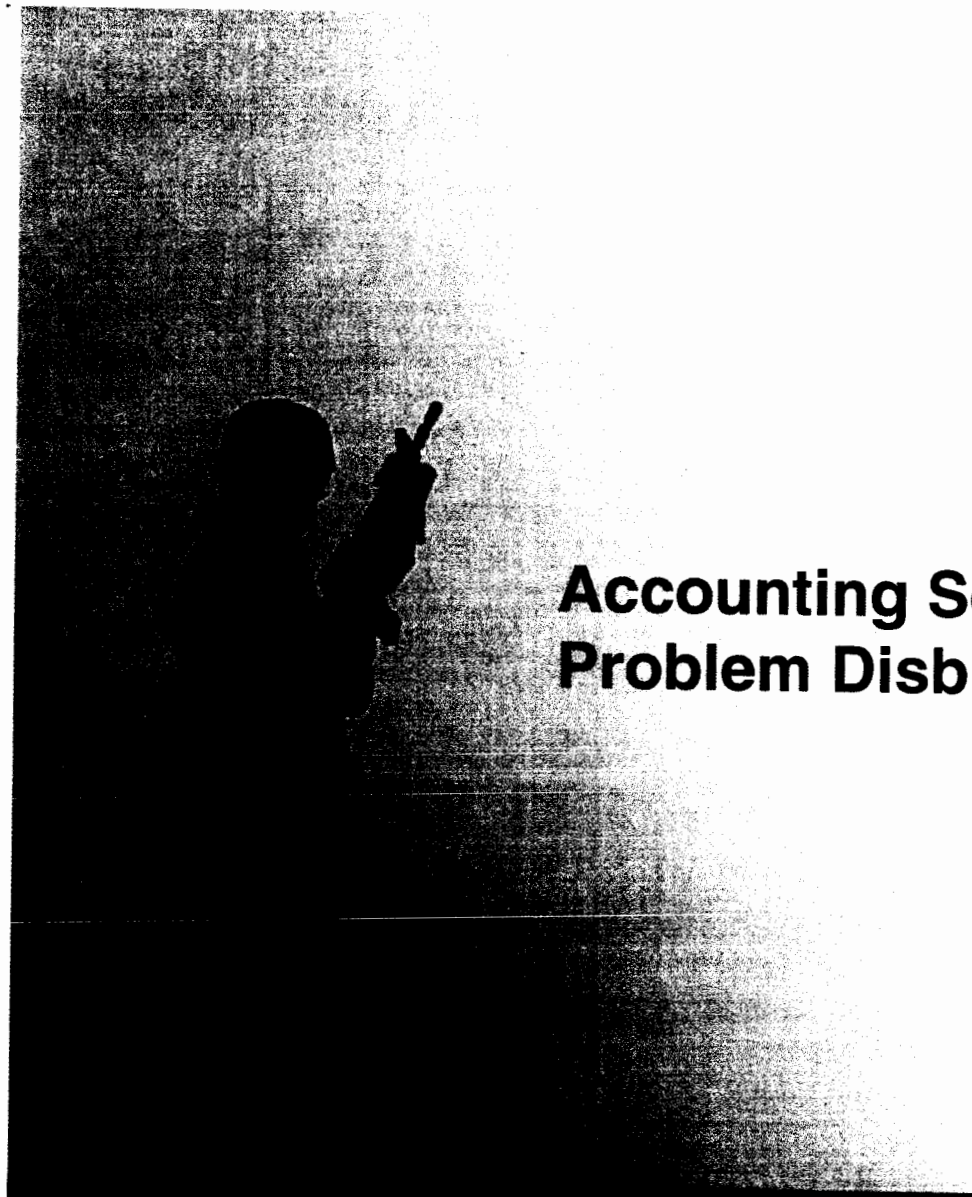
DCN: 12201



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** | **$200.0M** |
| | **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 | $106.5M |
| | 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 | $43.5M |
| | 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 | $7.2M |
| | 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 | $1.5M |
| | 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 | $41.3M |
| | 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 (MSDDC), 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 | $0.0M |
| | Actual | $8.2M | $8.6M | $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 | $0.0M |
| | Actual | $3.5M | $4.0M | $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 | $0.0M |
| | Actual | $0.6M | $0.9M | $0.9M | $0.5M | $0.4M | $1.1M |
| Omaha | Plan (less than or equal to) | $0.0M | $0.0M | $0.0M | $0.0M | * | * |
| | Actual | $1.1M | $1.0M | $1.2M | $1.1M | * | * |
| Pacific | 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 |
| 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) | $0.0M | $0.0M | $0.0M | $0.0M | $0.0M | $0.0M |
| | Actual | $3.0M | $2.7M | $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

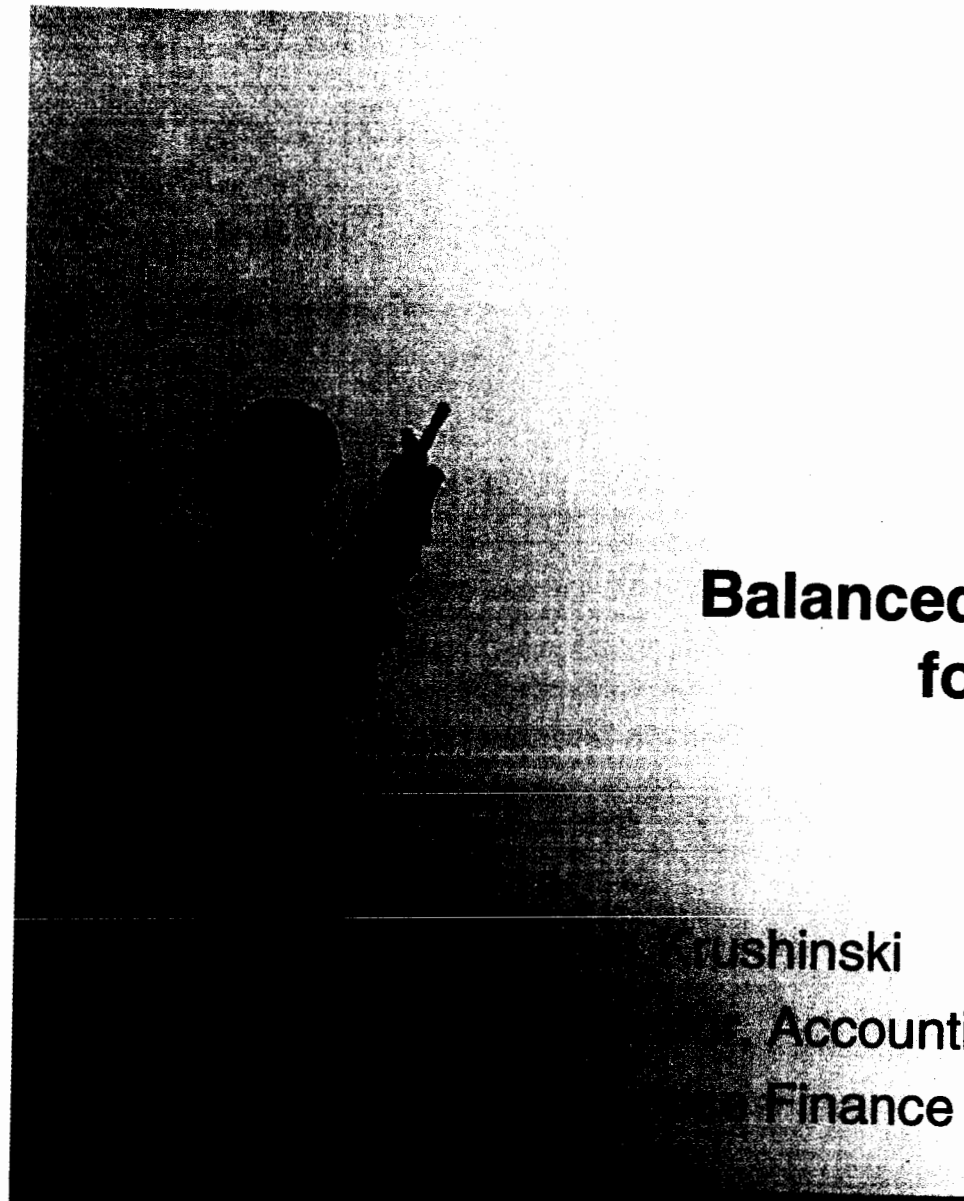
| | | JAN 05 | FEB 05 | MAR 05 | APR 05 | MAY 05 | JUN 05 |
|---|---|---|---|---|---|---|---|
| Denver Network | Plan (less than or equal to) | $16.8M | $16.8M | $16.8M | $16.8M | $16.8M | $16.8M |
| | Actual | $27.5M | $37.1M | $38.8M | $30.5M | $30.1M | $54.9M |

## 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 (MSDDC), National Geospatial Intelligence Agency (NGA), Secretary of the Air Force (SAF), Departmental Accounting, and Security Assistance



Your Financial
Partner @ Work

# Balanced Scorecard Update for June 2005

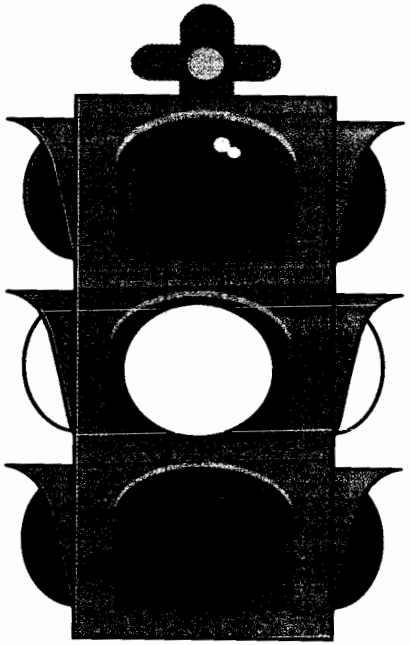

ushinski

Accounting Service Business Line

Finance and Accounting Service

# BSC FY05

## 3d Quarter 2005 SUMMARY OF MEASURES:



| | April | May | June |
|---|---|---|---|
| • RED - | 4 | 4 | 3 |
| • | | | |
| • GREEN - | 5 | 5 | 5 |
| • No Rating - | 0 | 0 | 0 |
| • Not Applicable - | 0 | 0 | 0 |
| | 11 | 11 | 11 |

# 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<br>GREEN = 4 Green<br>YELLOW = No Red or Any Yellow<br>RED = 1 or more Red | | |
| 2 | Close Benchmark and Service Gaps - Average Salary | Target = $52,712<br>GREEN = ≤ $8<br>YELLOW = > $8 and ≤ $12<br>RED = > $12 | | Y |
| 3 | Close Benchmark and Service Gaps - Employee Certifications | Target = 408<br>GREEN = ≤ 5<br>YELLOW = > 5 and ≤ 8<br>RED = > 8 | Y | |
| 4 | Customer Satisfaction with DFAS Experience | GREEN = ≥ 75%<br>YELLOW = ≥ 65% and < 75%<br>RED = < 65% | | Y |

# Operational Performance Index - OPI

## Perspective: Customer

| | FY2005 | May Trend | | YELLOW | June Trend | | |
|---|---|---|---|---|---|---|---|
| | Goal | Monthly Planned | Actual | Rating | Monthly Planned | Actual | Rating |
| 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% | |

### 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%
= ≥ 10% and ≤ 15%
RED = > 15%

**Analysis:**

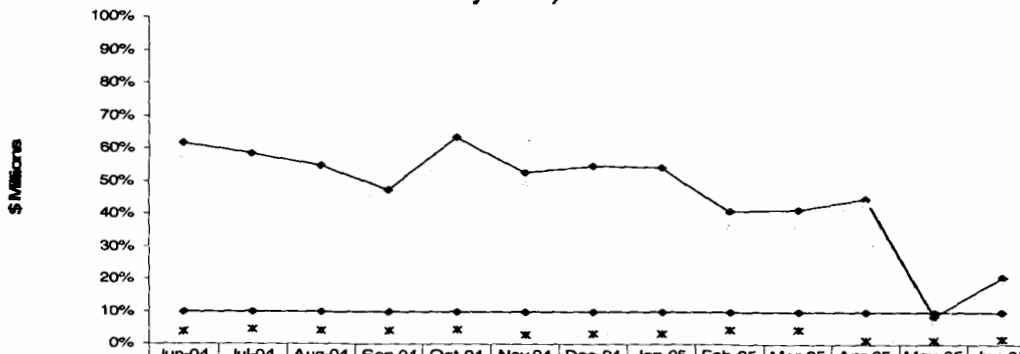
Overall Operational Performance Index is red.

**Actions:**

See attached subsequent charts for detailed analysis of each measure.

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

## Perspective: Customer




| | 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%
= > 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

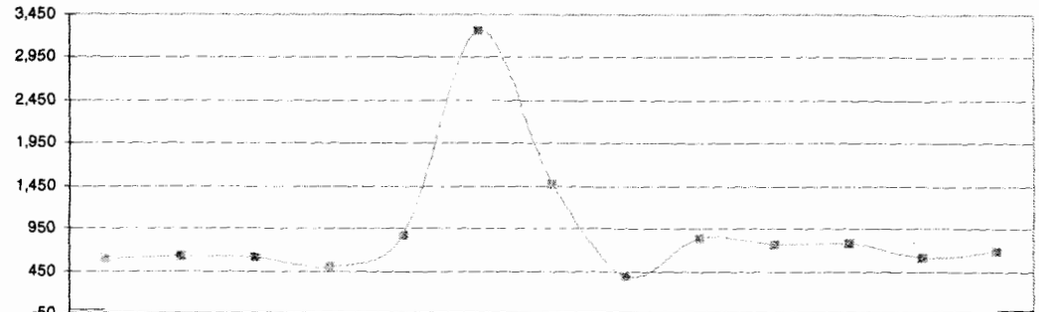
**Cleveland.** Increase due primarily to the reporting of unreconciled differences in the Suspense Aging Report (SAR) of $167.9 for which discontinued research has been requested.

**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




| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Indianapolis | 35.09 | 36.90 | 26.18 | -31.88 | 236.69 | 176.53 | 197.19 | 54.70 | 75.12 | 25.97 | 28.35 | 25.16 | 37.27 |
| Cleveland | 88.02 | 99.38 | 56.17 | 43.34 | -2.29 | 4.41 | 6.83 | -80.21 | 491.46 | 333.62 | 508.22 | 410.85 | 400.41 |
| Denver | 130.84 | 155.09 | 166.44 | 166.89 | 253.64 | 2,709.07 | 954.76 | 152.88 | 150.75 | 288.60 | 143.93 | 42.98 | 77.90 |
| Kansas | 0.01 | 0.03 | 0.02 | 0.01 | 0.00 | 0.00 | 0.00 | 0.01 | 0.01 | 0.00 | 0.17 | 0.23 | 0.37 |
| Columbus | 340.55 | 334.66 | 356.93 | 324.03 | 384.64 | 372.29 | 315.17 | 273.53 | 128.71 | 123.15 | 98.62 | 130.43 | 175.08 |
| Total | 594.51 | 626.06 | 605.74 | 502.39 | 872.68 | 3,262.30 | 1,473.95 | 400.91 | 846.05 | 771.34 | 779.29 | 609.65 | 691.03 |
| Goal | 0.00 | 0.00 | 0.00 | 0.00 | 126.00 | 126.00 | 126.00 | 126.00 | 126.00 | 126.00 | 126.00 | 126.00 | 126.00 |

## 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%**
**= >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.

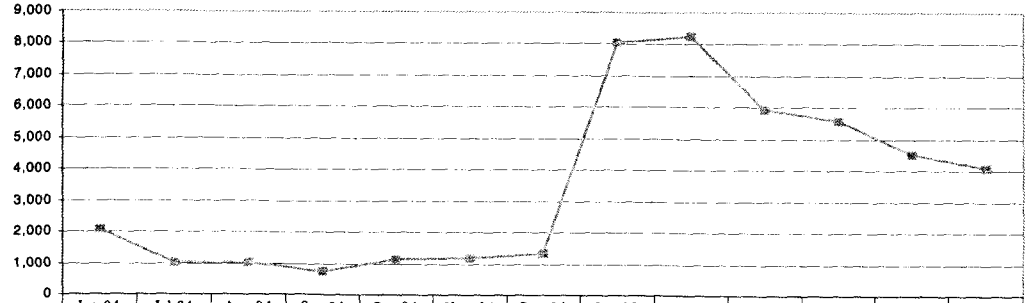
**Denver:** Tiger Teams organized to clean up interfund transactions from San Bernardino

**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%** |
| | **= > 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:**
**Data Reporting: June**

**BSC #:**
**Measure #:**

**FREQUENCY: Monthly**

**MEASURE:**

**RATING SCALE:**
GREEN = < $ 8
= ≥ $ 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:**
**Data Reporting: June**

**BSC #:**
**Measure #:**

**FREQUENCY: Monthly**

**MEASURE:**

**RATING SCALE:**
GREEN = < 75%
= ≥ 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

# *Financial Perspective*

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

# 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%**
**= ≥ 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** |

# Internal Perspective

| ABL # | INTERNAL PERSPECTIVE | FY05 GOAL | May-05 | Jun-05 |
|---|---|---|---|---|
| 6 | # of DFAS actions met as stated in financial plans | GREEN = Milestone slippage does not impact final completion date.<br>YELLOW = Incomplete or revised milestones result in 'at risk' completion date.<br>RED = Incomplete or revised milestones result in high probability of missing completion date. | | |
| 7 | Audit Deficiencies Corrected | GREEN = All milestones met or incomplete actions have no impact on assertion date.<br>YELLOW = Incomplete or revised actions place assertions 'at risk'.<br>RED = Incomplete or revised actions result in high probability of missing final assertion dates. | | |
| 8 | FMFIA Material Weaknesses Corrected | GREEN = All milestones met or incomplete actions have no impact on assertion date.<br>YELLOW = Incomplete or revised actions place assertions 'at risk'.<br>RED = Incomplete or revised actions result in high probability of missing final assertion dates. | | |
| 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 (3rd Quarter) | ≤ 10% Delinquent | GREEN | GREEN |
| • Delinquent Accounts Receivable from Public over 180 days (3rd Quarter) | ≤ 10% Delinquent | RED | RED |
| • Suspense Clearing (Absolute) Greater than 60 days (3rd Quarter) | ≤ 10% Aged | RED | RED |
| • Suspense Clearing (Net) Greater than 60 days (3rd Quarter) | ≤ 10% Aged | RED | RED |

# *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 |
|---|---|---|---|
| • Unmatched Disbursements (UMDs) Over 120 Days Old | Zero Overaged | RED | RED |
| • Negative Unliquidated Obligations (NULOs) Under 120 Days Old | Maintain FY04 YE Balance | RED | |
| • Negative Unliquidated Obligations (NULOs) Over 120 Days Old | Zero Overaged | RED | RED |
| • Appropriations with Negative Balances | None over 3 months old | GREEN | GREEN |
| • Deposit Accounts with Negative Balances | None over 3 months old | GREEN | GREEN |
| • A/R Available for Collection (Quarterly) | 75% Reduction FY03 YE | RED | RED |
| • Public A/R Requiring Due Process At Field Level > 90 Days (Quarterly) | 95% Reduction FY03 YE | RED | RED |
| • Reduction of Public Debt > 180 Days Residing in Debt Management Systems (Quarterly) | 95% Reduction FY03 YE | RED | RED |

# *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 |

# *Remaining OSD Metrics - continued*

| | |
|---|---|
| **A/R Available for Collection (Quarterly)** | [redacted] |
| **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)** | [redacted] |
| **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)** | [redacted] |
| **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

# Growth and Learning Perspective

| ABL # | GROWTH AND LEARNING PERSPECTIVE | FY05 GOAL | May-05 | Jun-05 |
|---|---|---|---|---|
| 10 | # of Employees with Degrees | GREEN = ≥ 41% of Employees having a degree<br>YELLOW = ≥ 35% and < 41% of Employees having a degree<br>RED = < 35% of Employees having a degree | Y | Y |
| 11 | Employees in Developmental Assignments - Accounting | GREEN = ≥ 4.5% of Employees particpating in DAs<br>YELLOW = ≥ 3.5% and < 4.5% of Employees participating in DAs<br>RED = < 3.5% of Employees participating in DAs | | |

# Number of employees with Degrees

## Perspective: Growth and Learning

| | |
|---|---|
| **Goal** | **= 42%** |
| **Actual** | **= 40%** |

**SCORECARD**

**Rating:**

**Data Reporting: June**

**BSC #:**

**FREQUENCY: Monthly**

**MEASURE:**

**RATING SCALE:**

GREEN = > 41%
= > 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.

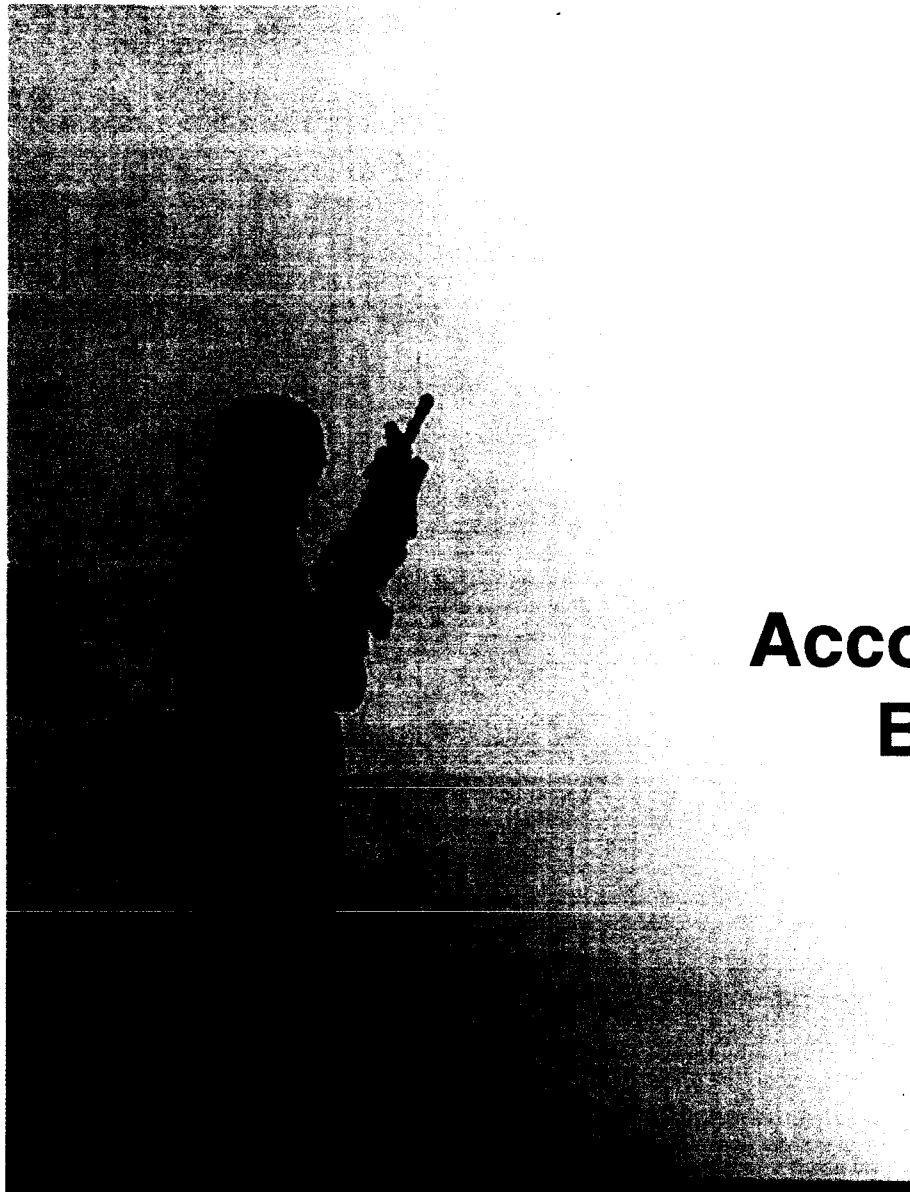
**Actions:**

- Defense Agencies - Additional ELPA hires planned for May, June, July, and 5eptember 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 |

*Note1: Though our field sites are not rated on the overall OPI, they are rated on InTransits and UMDs. Please see attached data.*

*Note2: Of the 21 OSD Metrics, 9 are green equalling 43% of the measures.*



DFAS

Your Financial Partner @ Work

# Accounting Services, Army Balanced Scorecard

## July 2005 Charts

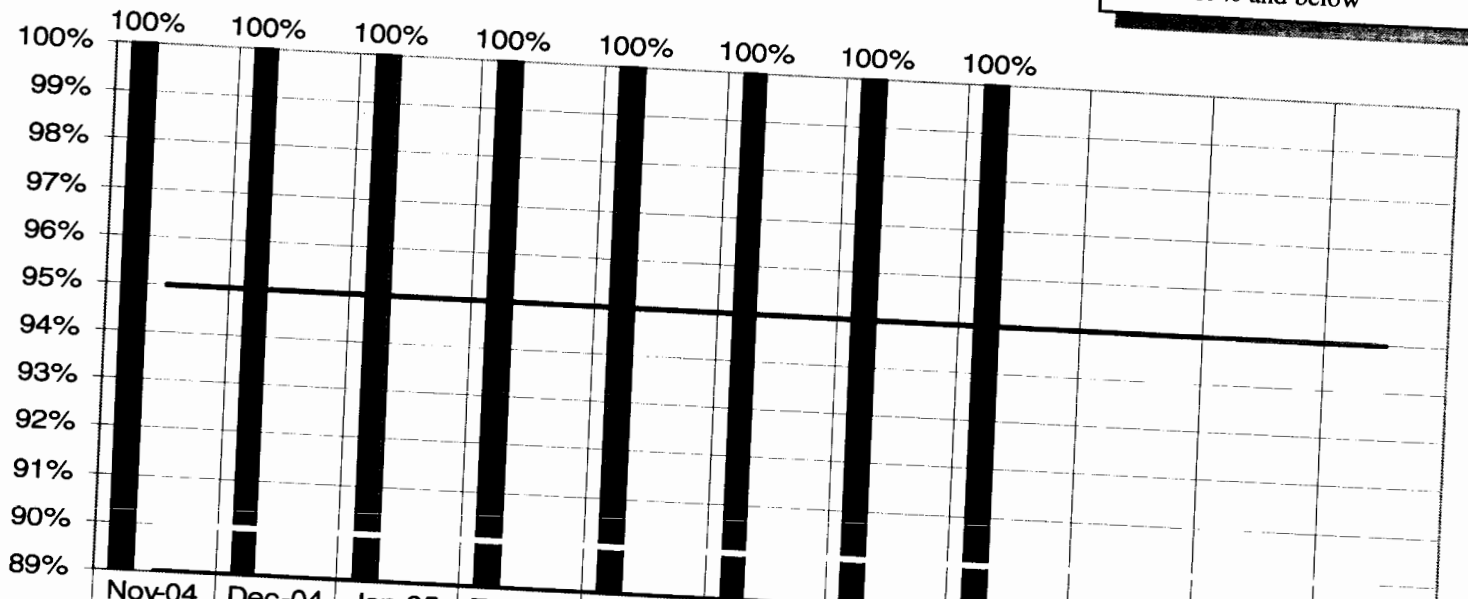
# Accounting Services, Army - FY 05 BSC

| 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- 31 May | 1- 30 Jun |
|---|---|---|---|---|---|---|---|---|---|---|
| **Customer** | | | | | | | | | | |
| 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 | N/R | N/R | N/R | N/R | N/R | N/R | N/R | 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 3.99% | Y 4.47% | | Y 4.63% | Y 3.66% | | Y 4.45% | |
| 616 | Manage and Delivery Systems Change Inventory | | | | | Deleted | Deleted | Deleted | Deleted | Deleted |
| 630 | Innovative Business Practices - Accounting | N/R | N/R | | | | | | | |
| **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 | 74% | 56% | 52% | N/R | N/R | N/R | N/R | N/R |
| 625 | Employees in Developmental Assignments | | | | | Y 78.49% | | Y 86.02% | Y 77.42% | |
| **Unique** | | | | | | | | | | |
| IN1 | Utilization of Overtime | | | | | | | | | |
| IN2 | Field Site Accuracy Report | | | | Y 97.6% | | | | | |
| IN3 | Customer Index | Y 74.63% | Y 69.53% | Y 71.08% | | | Y 68.71% | Y 68.51% | Y 71.04% | Y 69.30% |
| 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

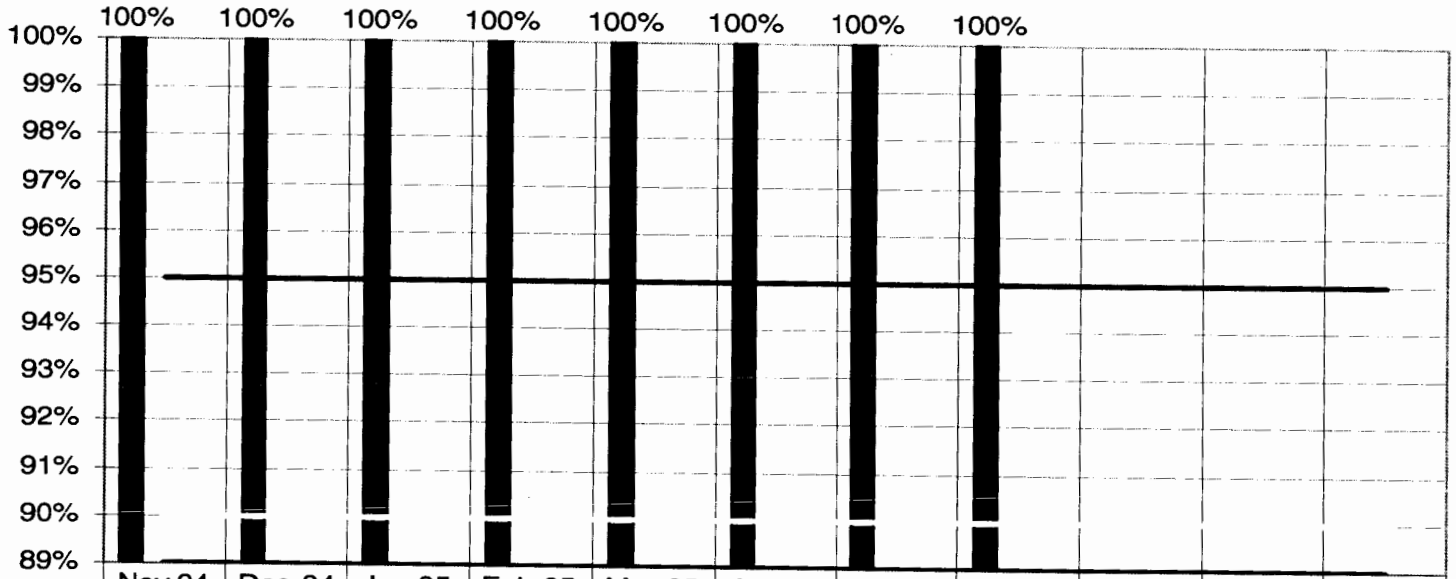



| | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |
| Total # of reports | 212 | 215 | 215 | 215 | 215 | 215 | 220 | 218 | | | |
| 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

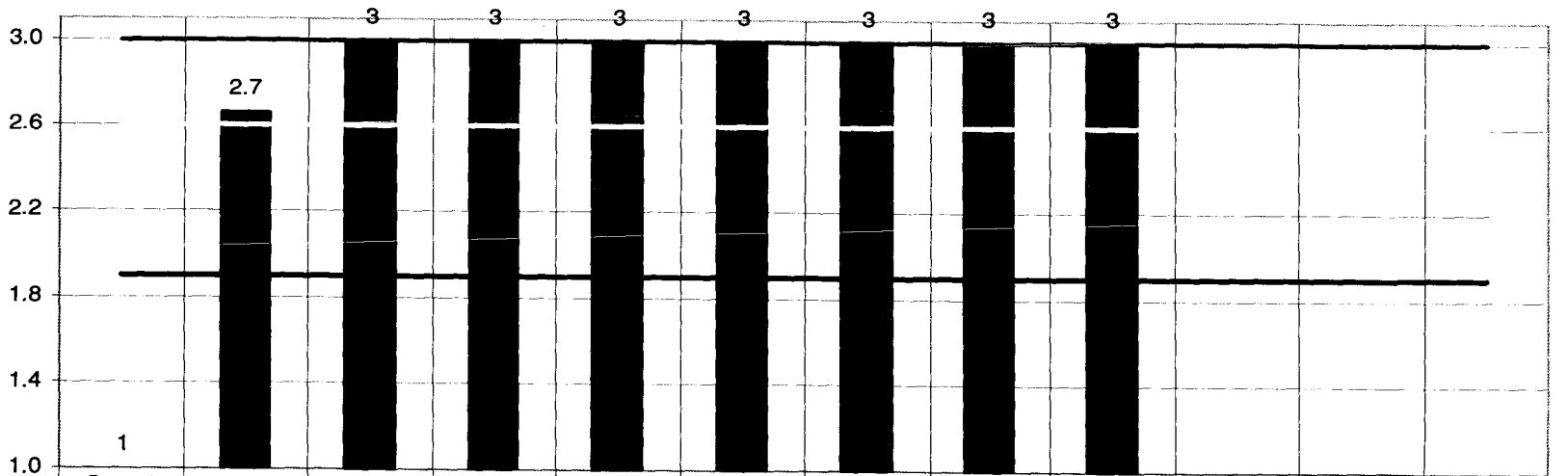
**Target:** Achieve an overall Critical Initiative rating of 3

Green = 2.6 to 3

Yellow = < 2.6 but ≥ 2.0

Red = Less than 2.0

| Overall Critical Initiative Rating | Definition | Status of Critical Initiative | FMIS Rating |
|---|---|---|---|
| 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 |

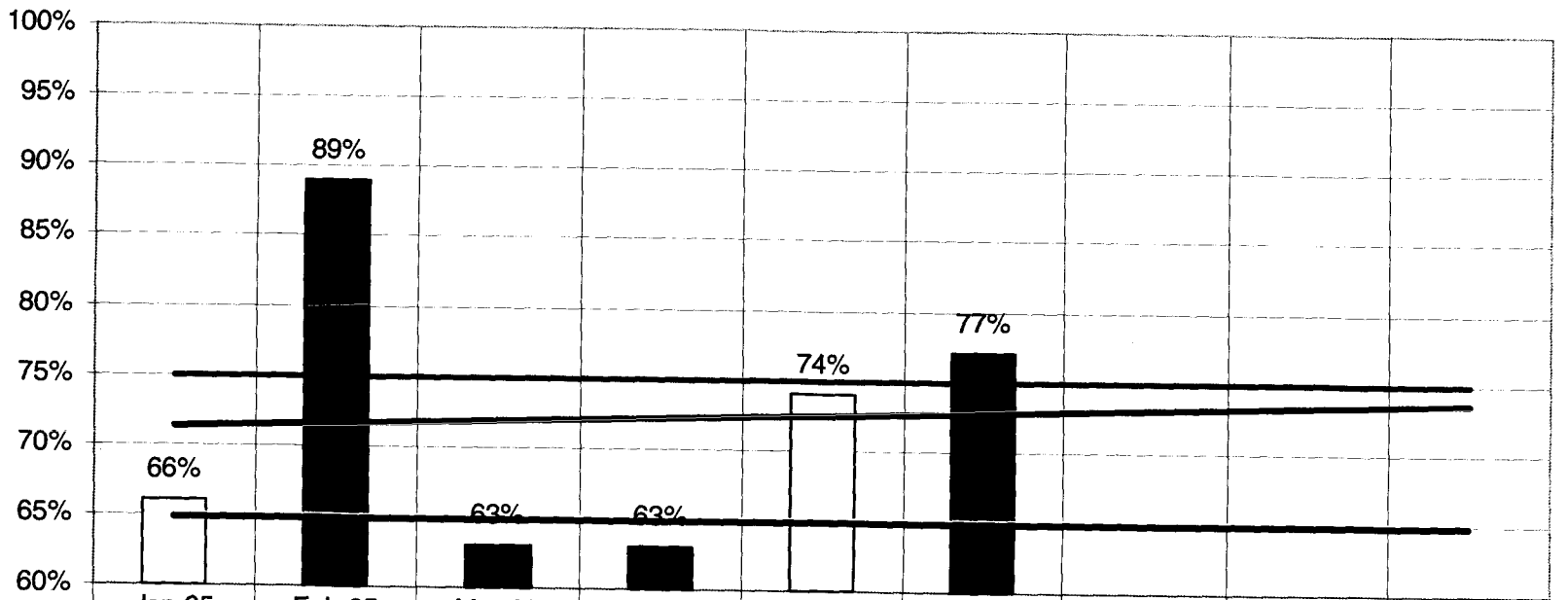



| | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Overall Rating | 1 | 2.7 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | | | |
| Green | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Yellow | 2.6 | 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 = ≥ 75%
Yellow = ≥ 65% and < 75%
Red = < 65%

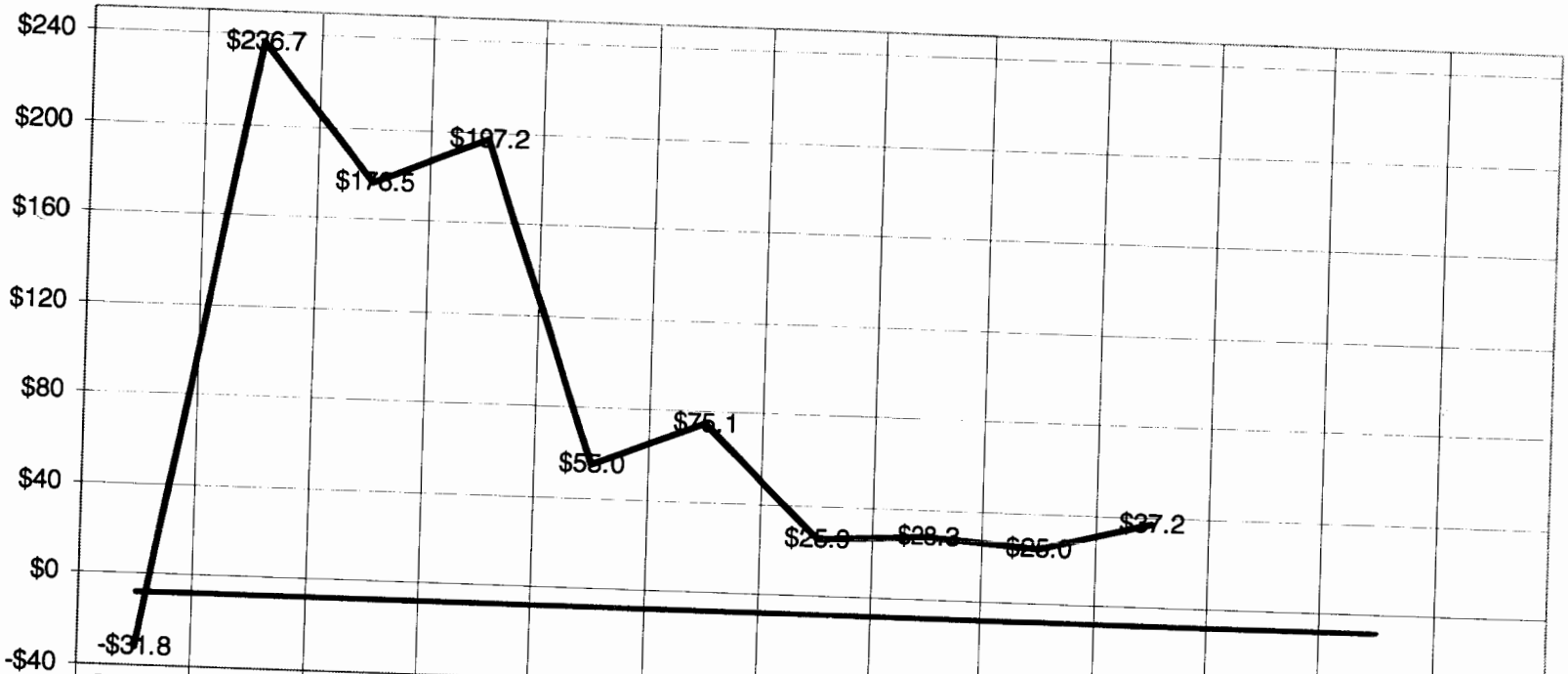



| | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|
| Overall Rating | 66% | 89% | 63% | 63% | 74% | 77% | | | |
| Green | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% | 75% |
| Yellow | 65% | 65% | 65% | 65% | 65% | 65% | 65% | 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.




| | 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 | |
| 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 | | | | | | | | | | | |
| Oct-04 | Oct-04 | | | | | | | | | | | |
| Nov-04 | Nov-04 | | | | | | | | | | | |
| Dec-04 | Dec-04 | | | | | | | | | | | |
| Jan-05 | Jan-05 | | | | | | | | | | | |
| 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 | | | | | | | | | | N/A |
| Oct-04 | Oct-04 | | | | | | | | | | N/A |
| 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 |
| Jun-05 | Jun-05 | | | | | | | | | | N/A |

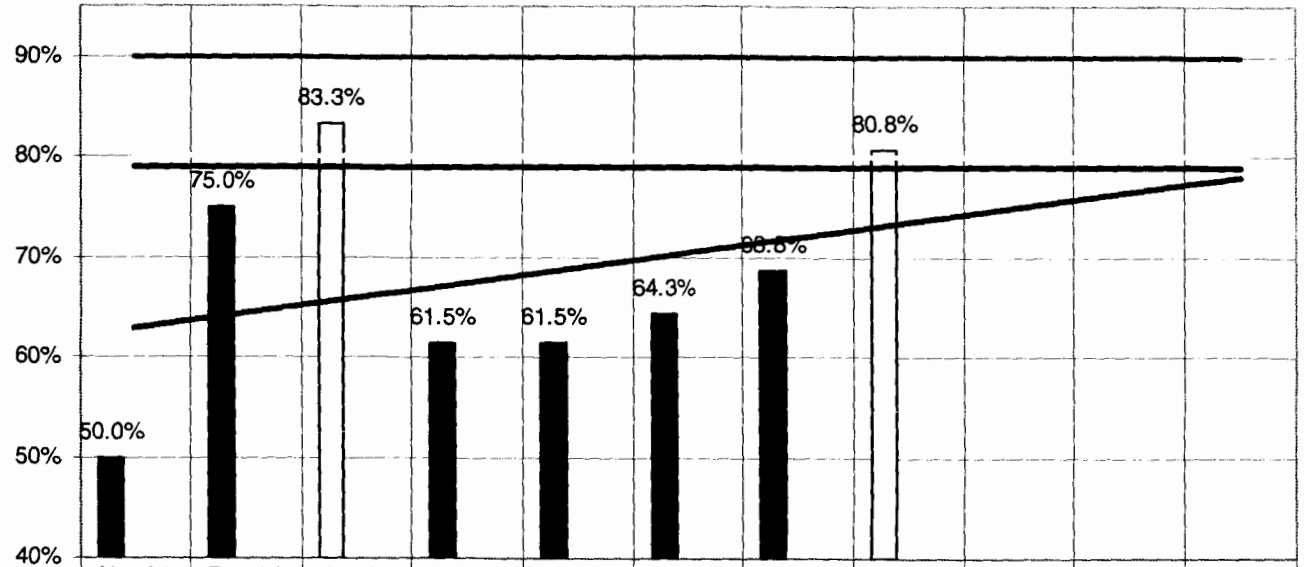
Note: Numbers are in millions. N/Met stands for Not Met.

**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 %

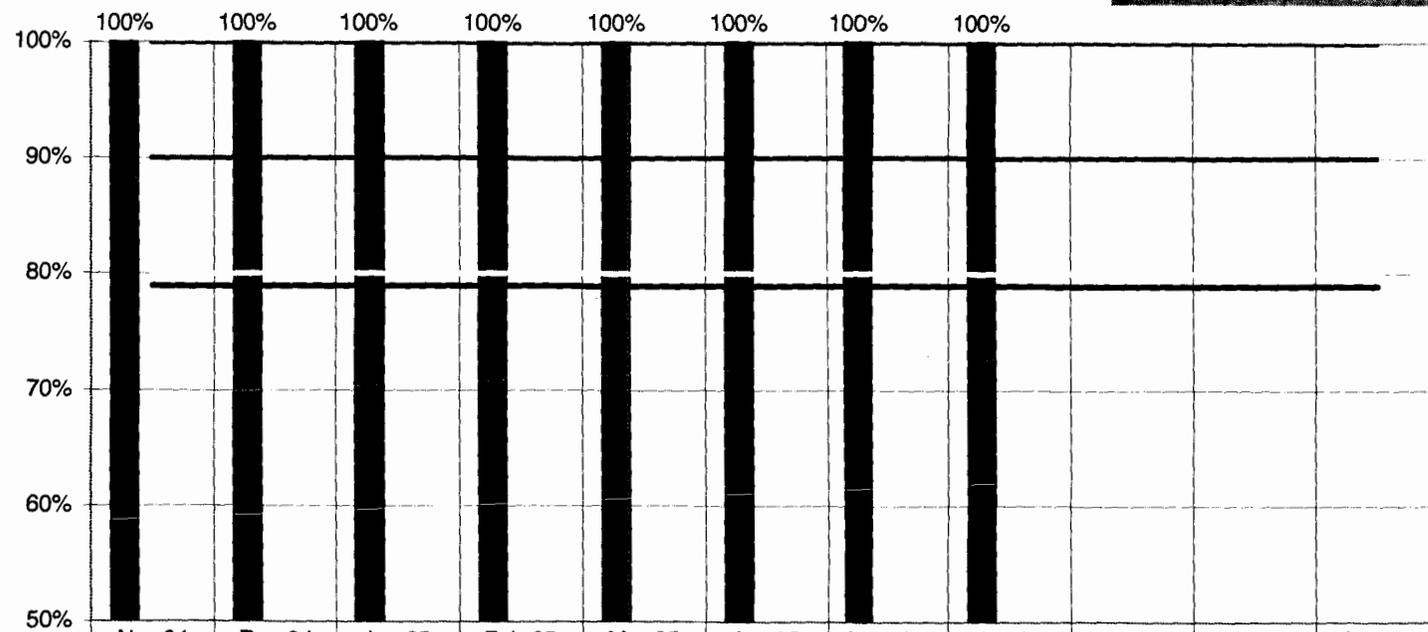



| | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage | 50.0% | 75.0% | 83.3% | 61.5% | 61.5% | 64.3% | 68.8% | 80.8% | | | |
| # of FYTD audit recommendations completed | 2 | 3 | 5 | 8 | 8 | 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 %

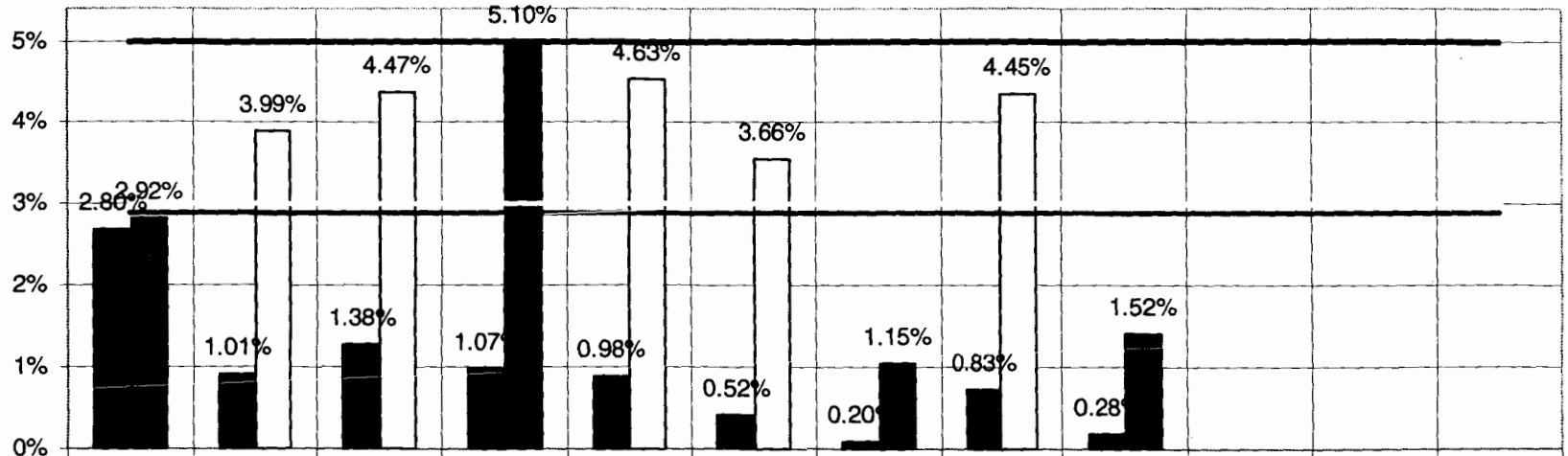



| | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Percentage | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | | | |
| # of FYTD milestones completed | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | | | |
| # 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)**

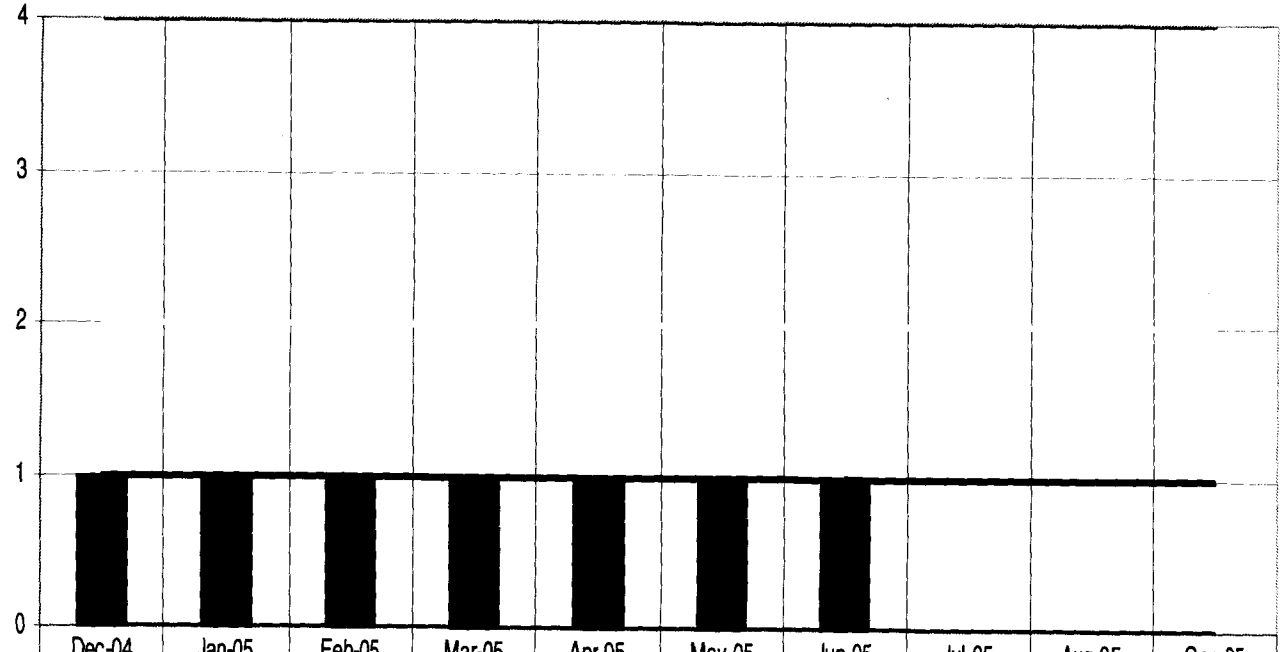
Green =≤ 3%
Yellow => 3% but ≤ 5%
Red = > 5%




| | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 | Jul-05 | Aug-05 | Sep-05 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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




| | 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 |

Green = ≥ 4 Approved

Yellow = < 4 but ≥ 2

Red = Less than 2

IBP Submitted

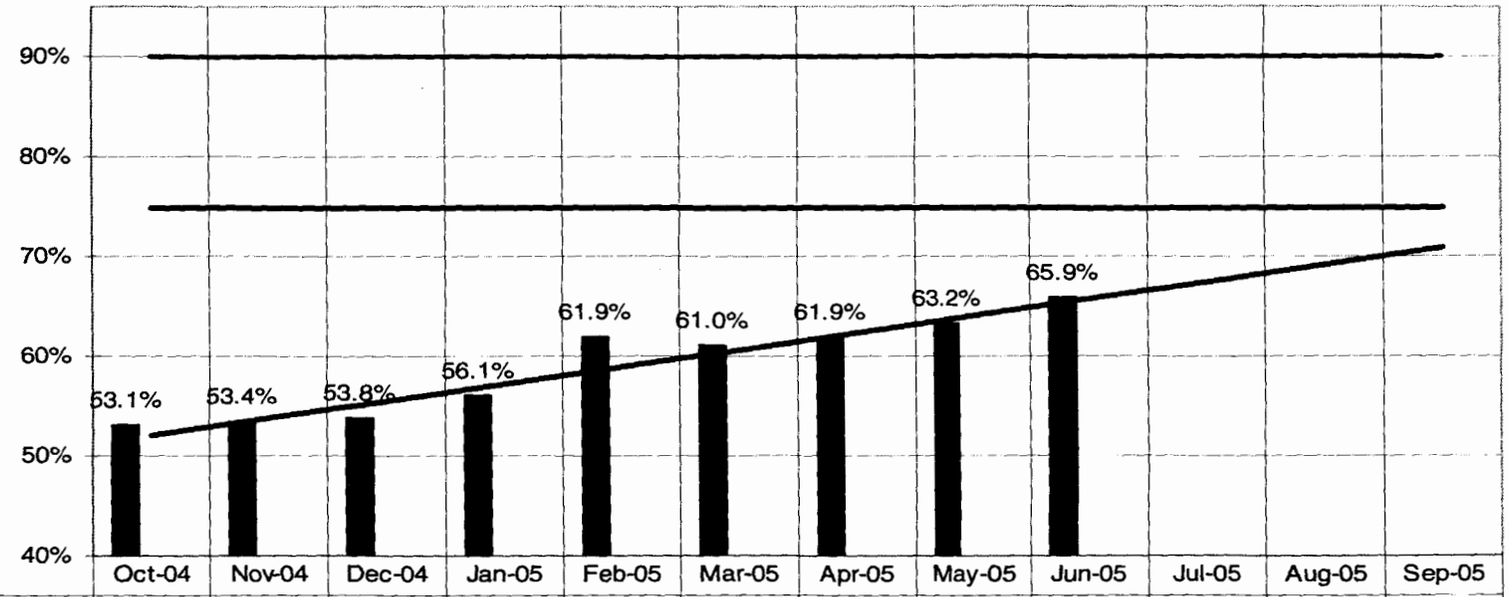
1. DNO: DCAS/MOCAS Automated Posting Program (Frontend) - Submitted 1/19
2. SL: DSL-CARD (Consolidated Acctg & Reconciliation Database)- Submitted 1/19
3. SL: MOCAS & Acctg Comparison (MAC) Database - Submitted 1/20
4. DNO: Automated Notification of Missing RR- Submitted 1/20

**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 = ≥ 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% |

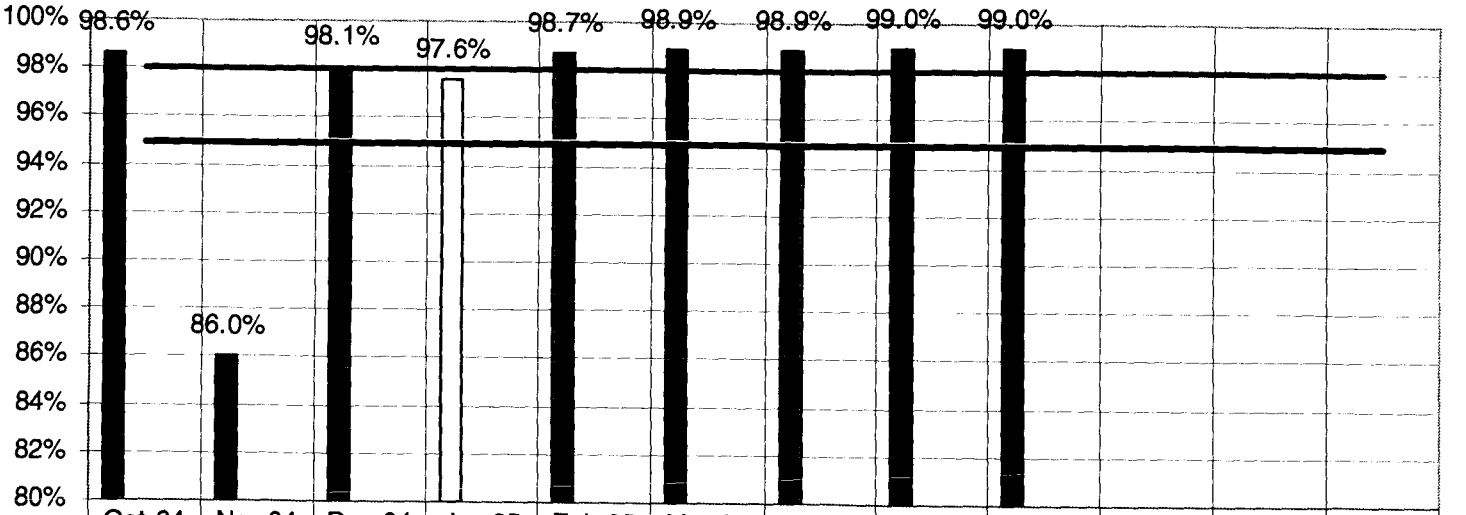
The FY05 target/goal/base number is 11% of the September 2004 end strength shown on the Flash Report.

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

## 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% |

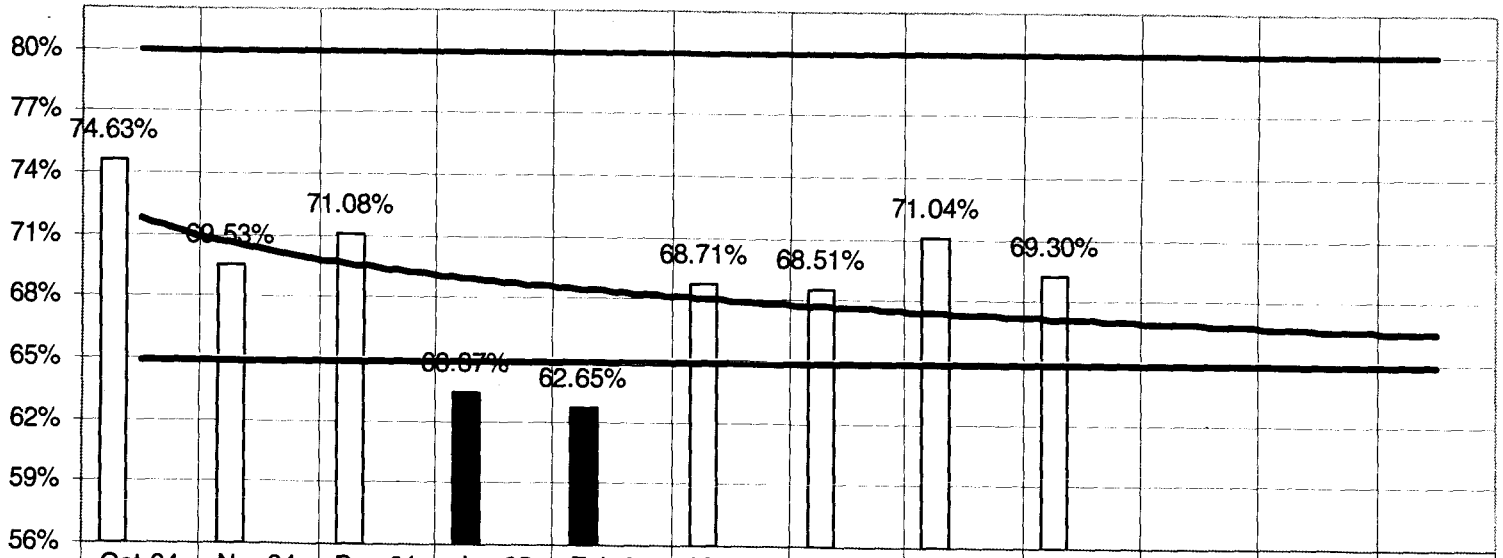
Data is reported one month in arrears. For example, Dec 04 represents November EOM data.

# 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% | |
| DFAS Europe | 180 | 45,367 | 99.6% | 4 | 1,142 | 99.6% | 9 | 9,978 | 99.9% | 193 | 56,487 | 99.7% | |
| DFAS-Pacific | 33 | 28,656 | 99.9% | 5 | 554 | 99.1% | 2 | 685 | 99.7% | 40 | 29,895 | 99.9% | |
| DFAS-Lawton | 503 | 69,658 | 99.3% | 0 | 878 | 100.0% | 2 | 1,776 | 99.9% | 505 | 72,312 | 99.3% | |
| DFAS-Lexington | 108 | 14,571 | 99.3% | 5 | 142 | 96.5% | 0 | 1 | 100.0% | 113 | 14,714 | 99.2% | |
| DFAS-Orlando | 284 | 67,451 | 99.6% | 14 | 797 | 98.2% | 6 | 1,988 | 99.7% | 304 | 70,236 | 99.6% | |
| DFAS-Rome | 1,315 | 174,636 | 99.2% | 10 | 1,634 | 99.4% | 19 | 18,723 | 99.9% | 1,344 | 194,993 | 99.3% | |
| DFAS-Seaside | 222 | 15,491 | 98.6% | 1 | 215 | 99.5% | 14 | 554 | 97.5% | 237 | 16,260 | 98.5% | |
| 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% | |
| 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% | |
| Korea | 158 | 35,995 | 99.6% | 0 | 0 | 100.0% | 4 | 2,378 | 99.8% | 162 | 38,373 | 99.6% | |
| Military Pay Accounting | 974 | 7,007 | 86.1% | 0 | 0 | 100.0% | 24 | 1,965 | 98.8% | 998 | 8,972 | 88.9% | |
| 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% | |
| DFAS-Omaha | 538 | 1,743 | 69.1% | 40 | 151 | 73.5% | 0 | 0 | 100.0% | 578 | 1,894 | 69.5% | |
| 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% | |
| DFAS-San Antonio | 1,002 | 112,200 | 99.1% | 0 | 978 | 100.0% | 24 | 3,474 | 99.3% | 1,026 | 116,652 | 99.1% | |
| 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% | |
| NSA | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | |
| Transportation & Settlements | 0 | 0 | 100.0% | 13 | 1,025 | 98.7% | 0 | 0 | 100.0% | 13 | 1,025 | 98.7% | |
| *DFAS-Cleveland* | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 101 | 1,691 | 94.0% | 101 | 1,691 | 94.0% | |
| *DFAS-Pensacola* | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | |
| *Finance & Accounting Offices* | 0 | 0 | 100.0% | 6 | 547 | 98.9% | 0 | 0 | 100.0% | 6 | 547 | 98.9% | |
| *GSA* | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 43 | 10,679 | 99.6% | 43 | 10,679 | 99.6% | |
| *Defense Threat Reduction Agency* | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 0 | 0 | 100.0% | |
| *State Department* | 0 | 0 | 100.0% | 0 | 0 | 100.0% | 218 | 932 | 76.6% | 218 | 932 | 76.6% | |
| *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% | |
| **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%** | |

**Unique #3 : Customer Index**
**Target: Achieve 80%**

Green = ≥ 80%
Yellow = ≥ 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 Possbile 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 | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R |
| 3 | Current Year Funding | 2 | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R | N/R |
| 4 | Status CER Variances (reporting one month behind) | 3 | | | | | | | | | | | | | 210 |
| 5a | Delinquent Receivables (Non-Public) | 3 | | | | 15 | | | | | | | | | 255 |
| 5b | Delinquent Receivables (Public) | 3 | | | | | 15 | | | | | | | | |
| 6a | ULO - Closing Year Appropriations | 3 | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated |
| 6b | Other - Closing Year Appropriations | 3 | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated |
| 7 | ULO - Expired Year Appropriations | 2 | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated |
| 8 | TDY Advances | 2 | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | Reported but not Rated | 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 | 155 | 235 | 185 | 140 | 270 | 135 | 230 | 130 | 150 | 2190 |
| | Total Possible Score | | 270 | 270 | 270 | 240 | 270 | 270 | 260 | 270 | 260 | 270 | 260 | 250 | 3160 |
| | Percentage Achieved | | | 70.37% | | | | 68.52% | | | | | | | 69.30% |

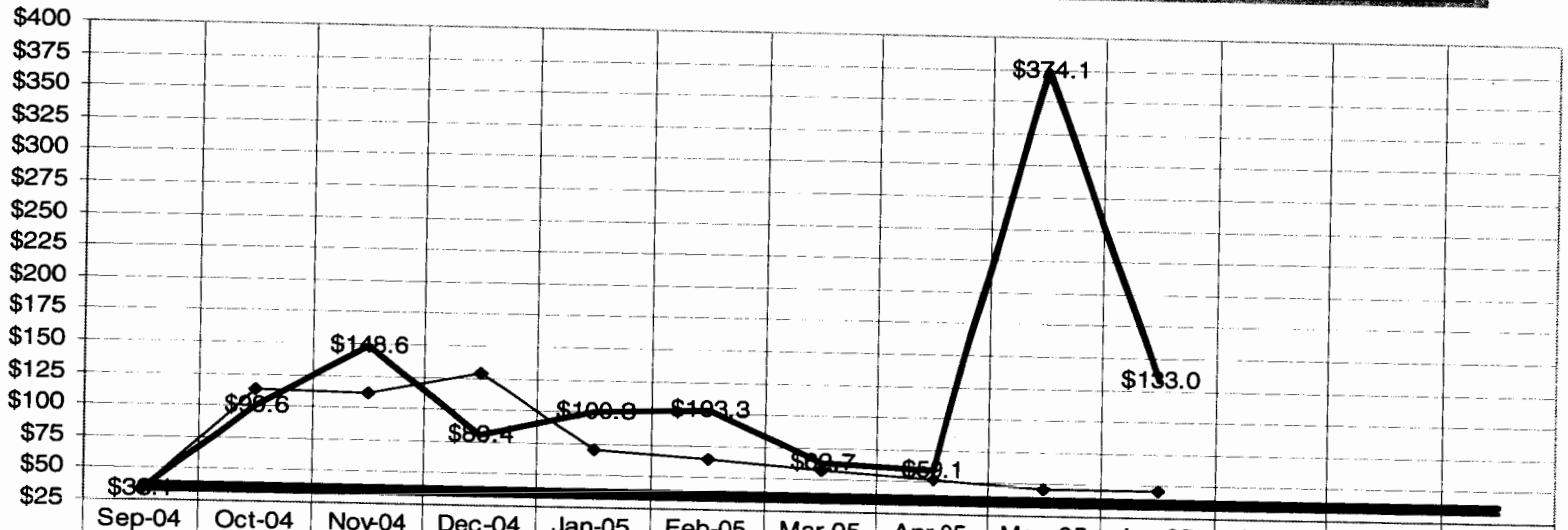
## Unique #4: PMI #178 - Reduction of NULOs

**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

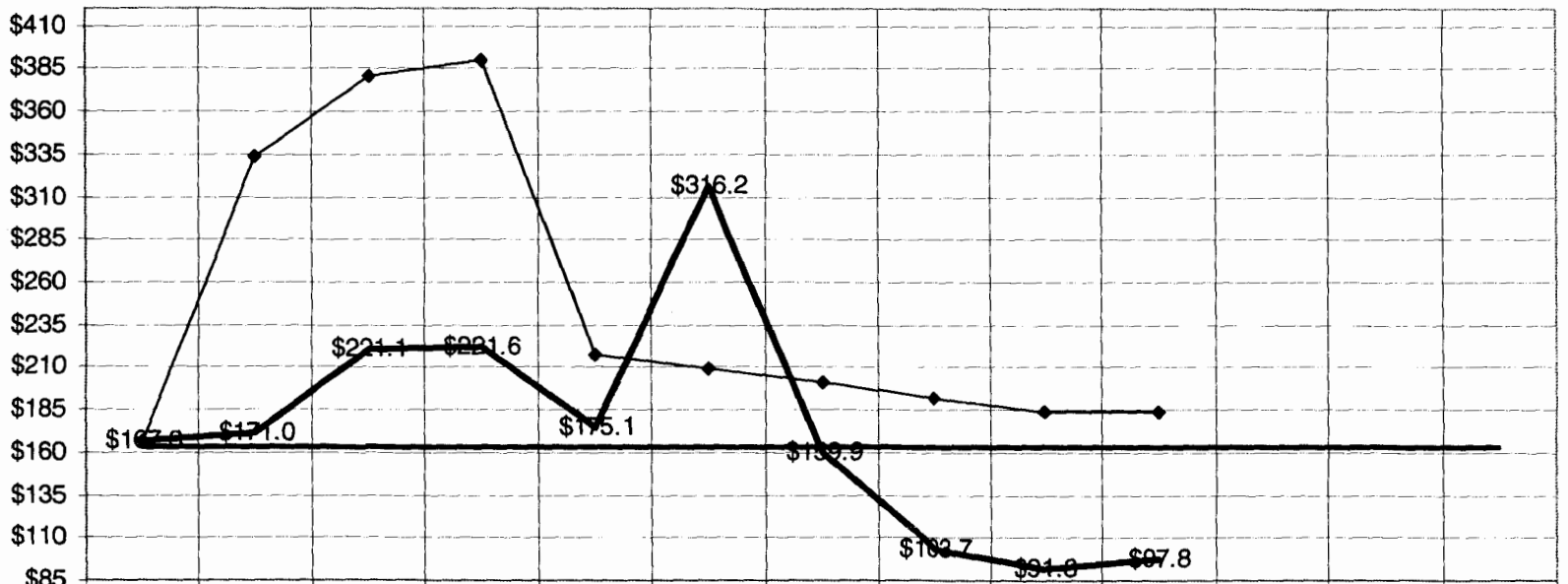
| DATE | Rept Month | IN | Dept'l | DNO | EUR | LW | LX | OR | RO | RI | SL | SS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sep-04 | Sep-04 | | N/A | | | | | | | | | |
| Oct-04 | Oct-04 | | N/A | | | | | | | | | |
| Nov-04 | Nov-04 | | N/A | | | | | | | | | |
| Dec-04 | Dec-04 | | N/A | | | | | | | | | |
| 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 | | | | | | | | | |
| Jun-05 | Jun-05 | | N/A | | | | | | | | | |

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

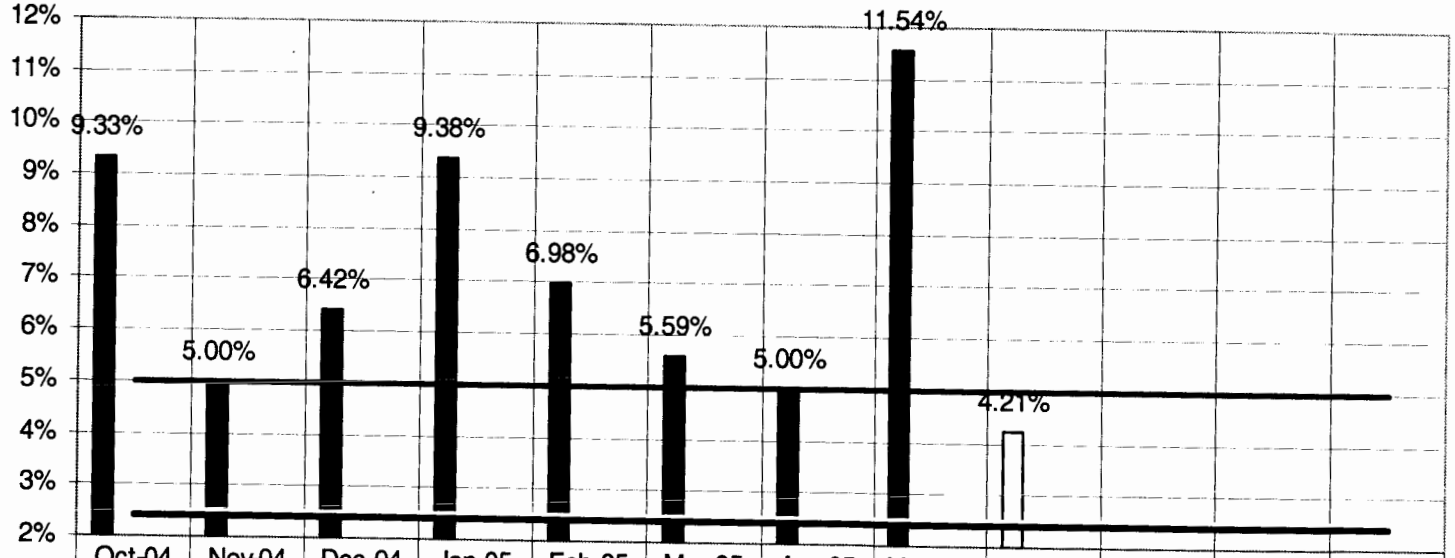
| DATE | Rept Month | IN | Dept'l | DNO | EUR | LW | LX | OR | RO | RI | SL | SS |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Sep-04 | Sep-04 | | | | | | | | | | | |
| Oct-04 | Oct-04 | | | | | | | | | | | |
| Nov-04 | Nov-04 | | | | | | | | | | | |
| Dec-04 | Dec-04 | | | | | | | | | | | |
| Jan-05 | Jan-05 | | | | | | | | | | | |
| 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 | | | | | | | | | | |
| Oct-04 | Oct-04 | | | | | | | | | | |
| Nov-04 | Nov-04 | | | | | | | | | | |
| Dec-04 | Dec-04 | | | | | | | | | | |
| Jan-05 | Jan-05 | | | | | | | | | | |
| Feb-05 | Feb-05 | | | | | | | | | | |
| Mar-05 | Mar-05 | | | | | | | | | | |
| Apr-05 | Apr-05 | | | | | | | | | | |
| May-05 | May-05 | | | | | | | | | | |
| Jun-05 | Jun-05 | | | | | | | | | | |

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 = ≥ 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 |
| % | | 4.93% | | | | | | | 4.21% | |
| ASD | 9 | 17 | 0 | 0 | 0 | 0 | 0 | 43 | 3 | 8 |
| % | | | | | | | | | 3.95% | |
| Departmental Acctg | 7 | 0 | 4 | 45 | 19 | 4 | 3 | 8 | 6 | 11 |
| % | 4.70% | | 2.76% | | | 3.20% | | | | |
| DNO | 20 | 17 | 5 | 17 | 14 | 22 | 20 | 7 | 18 | 16 |
| % | | | | | | | | 2.92% | | |
| Field Acctg | 28 | 0 | 34 | 1 | 13 | 10 | 5 | 12 | 0 | 11 |
| % | | | | | | | 3.03% | | | |
| CESG | 0 | 0 | 1 | 1 | 1 | 0 | 2 | 3 | 0 | 1 |
| % | | | | | | | | | | |
| HQS/PMO/BO | 1 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 0 | 1 |
| % | 3.57% | | | | | 4.55% | | 2.86% | | |
| Agency Wide FS | | | | | | | | | 0 | 0 |
| % | | | | | | | | | | |
| Audit & Compliance | | | | | | | | | 0 | 0 |

DEPARTMENT OF DEFENSE
DEFENSE FINANCE AND ACCOUNTING SERVICE

DFAS

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

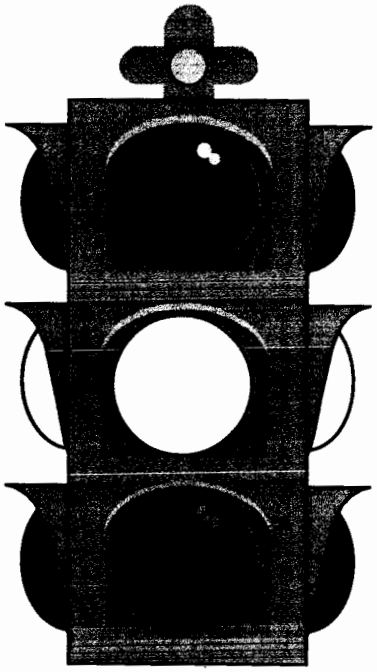
## Corporate Measures

- 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

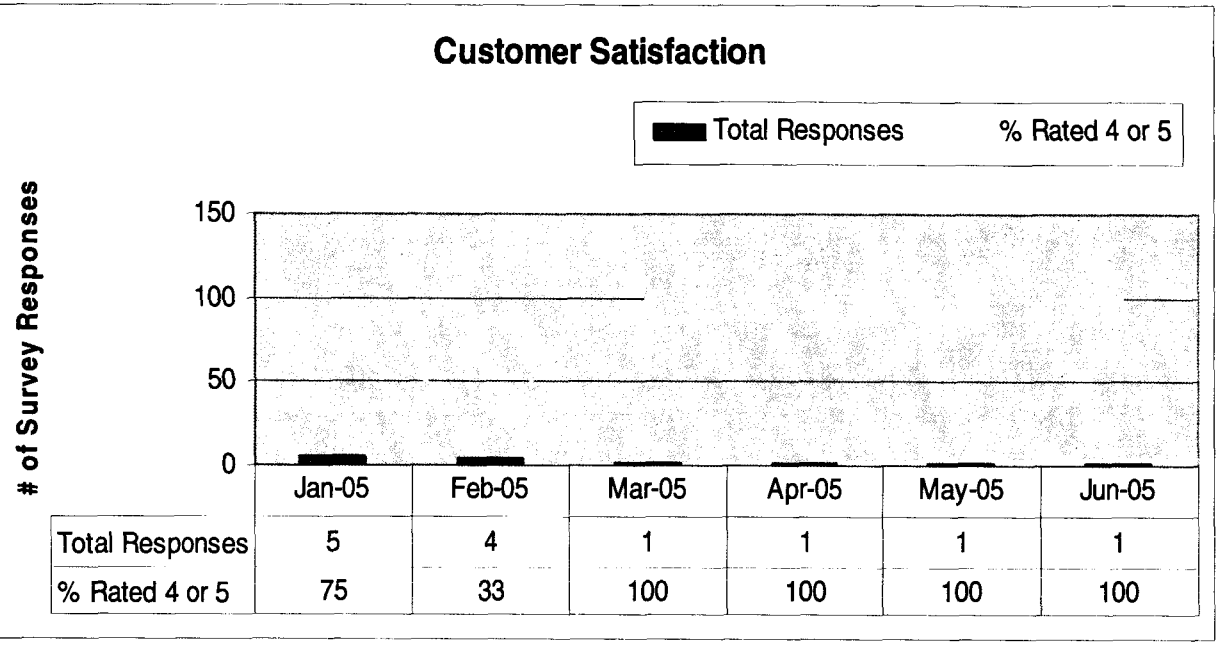
# ACCOUNTING SCORECARD SUMMARY
## Data Reporting: June



| | |
|---|---|
| RED | 0 |
| | 1 |
| GREEN | 8 |
| Not Reported | 2 |
| Total | 11 |

# Customer Satisfaction with the DFAS Experience – Marine Corps Accounting Services

## Perspective: Customer




| | 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%**
**= ≥ 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 Accounting Services

## Perspective: Customer

**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 Accounting Services
## Perspective: Customer

| | 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 | $.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
= 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 = ≥ 75%**

**= ≥ 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**

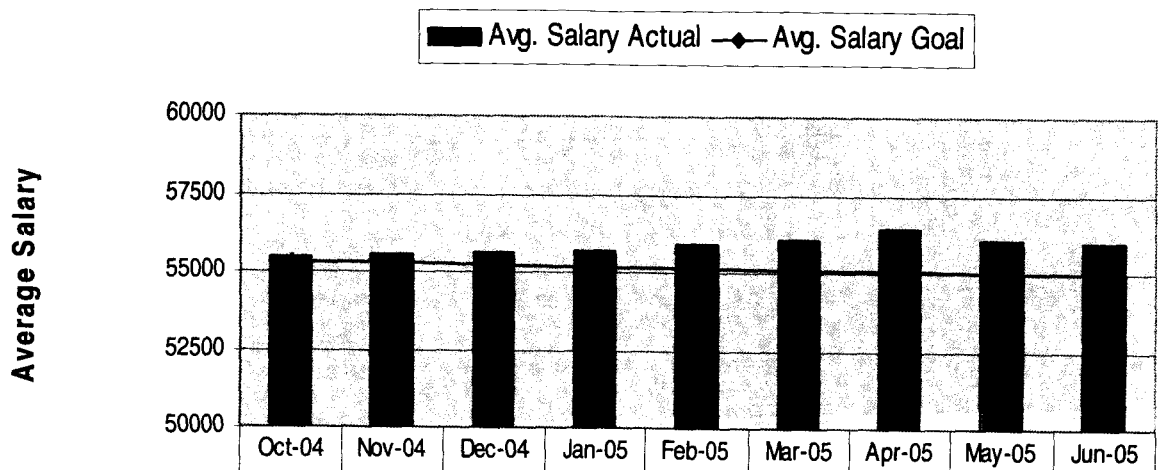
- Work year, dollar execution, and DBH FYTD remain under plans.

**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 Accounting Services

## Perspective: Customer




| | 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 |

### SCORECARD

**Rating: N/R**
**Data Reporting: June**

**GOAL:**
**June Goal = $54,974**

**RATING SCALE:**
**GREEN = ≥ 95%**
**= ≥ 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.**

**Performance Summary: June**
- **Average Salary Actual = $55,977**
- **Average Salary Goal = $54,974**
- **Approx.$ variance from goal = $1,003**

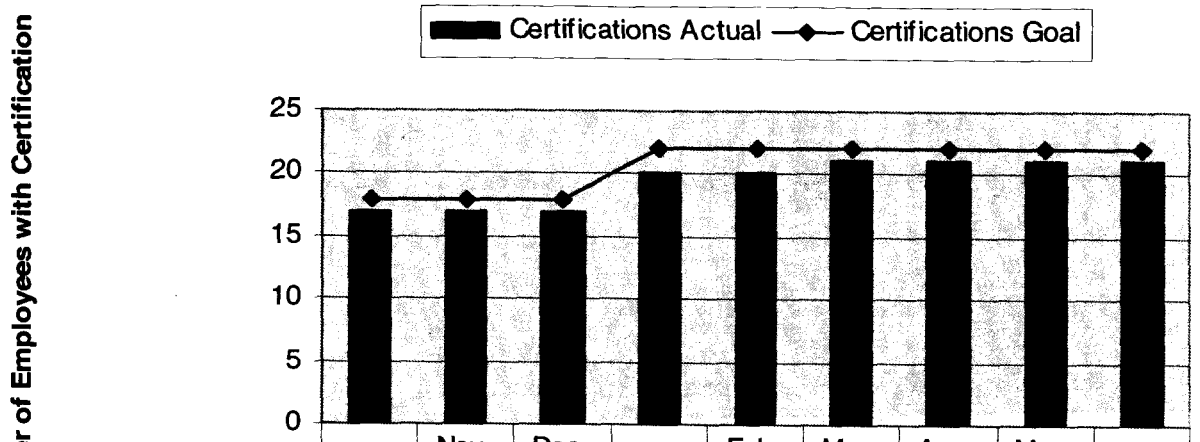
**Performance Summary: FYTD**
- Average Salary FYTD = $55,840
- Sept 2005 Goal is $54,842

**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




| | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---|---|---|---|---|---|---|---|---|---|
| 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 = ≥ 90%**
**= ≥ 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 – Marine Corps Accounting Services

## Perspective: Customer

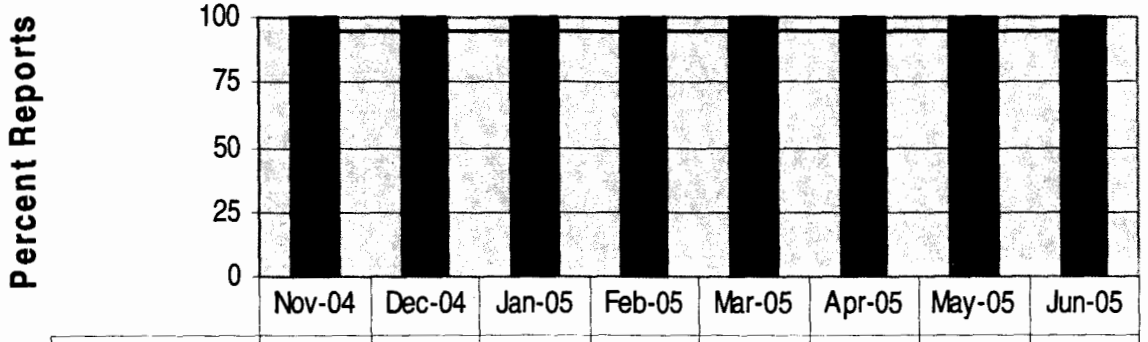
**Variance Analysis:**

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




| | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---|---|---|---|---|---|---|---|---|
| Timeliness Actual | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Timeliness Goal | 95 | 95 | 95 | 95 | 95 | 95 | 95 | 95 |

### SCORECARD

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

**GOAL:**
**Produce financial reports in 10 calendar days**

**RATING SCALE:**
GREEN = ≥ 95%
= ≥ 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%**

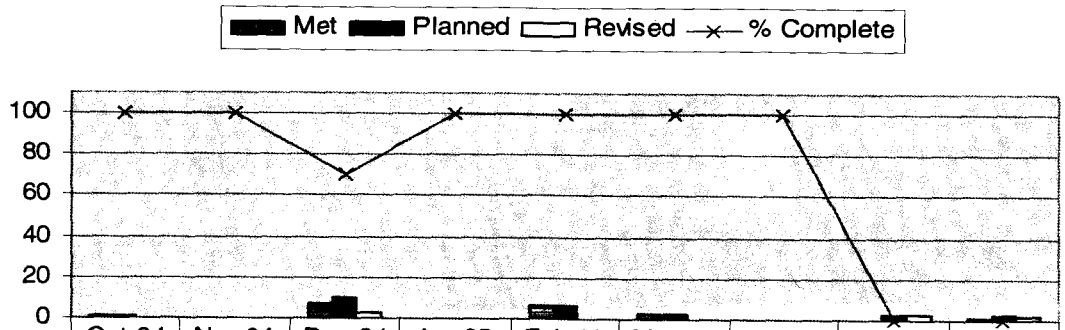
**Performance Summary: FYTD**
- Percent of reports FYTD delivered on Time = 100%
- Goal has been surpassed every month this fiscal year.

**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 Accounting Services

## Perspective: Customer

### FY2005 Critical Actions-ABL
### Percent Monthly Actions Completed as Planned




| | 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%**
**= ≥ 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.**

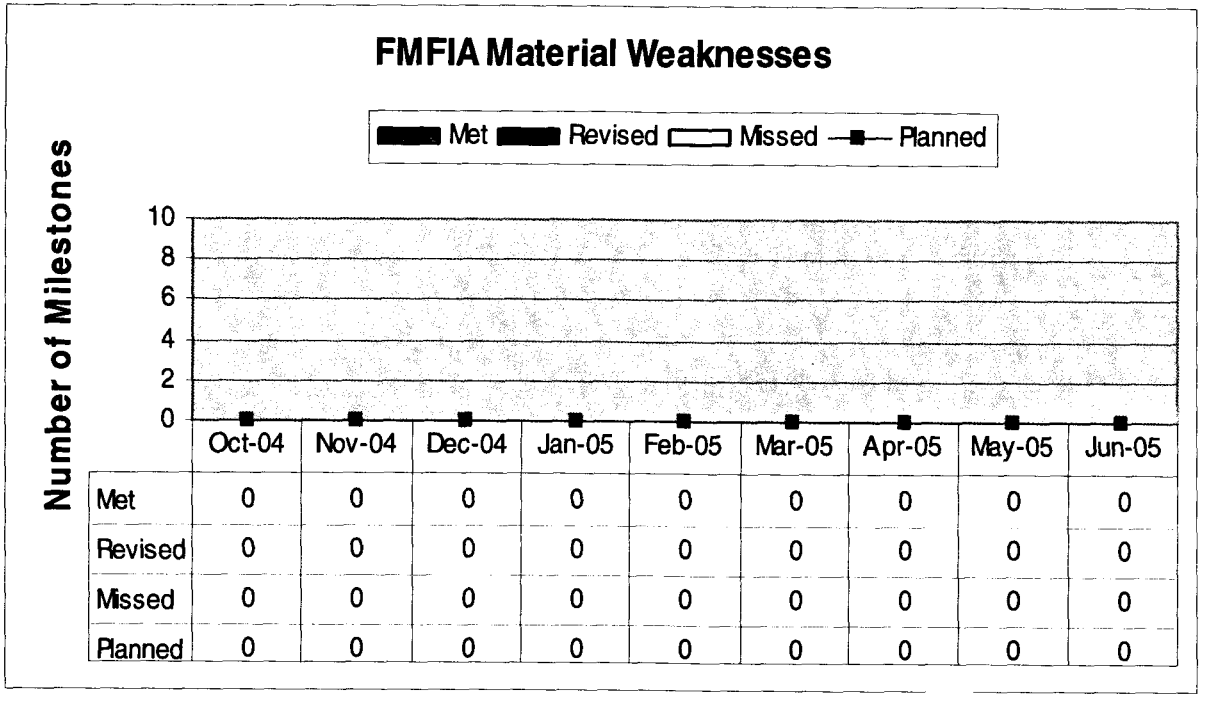
**Performance Summary: June**
- **3 critical actions were planned for completion**
- **1 actions were met as planned**
- **2 actions were revised for completion dates**

**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




| | 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 = ≥ 90%**
**= ≥ 80% or < 90%**
**RED = < 80%**

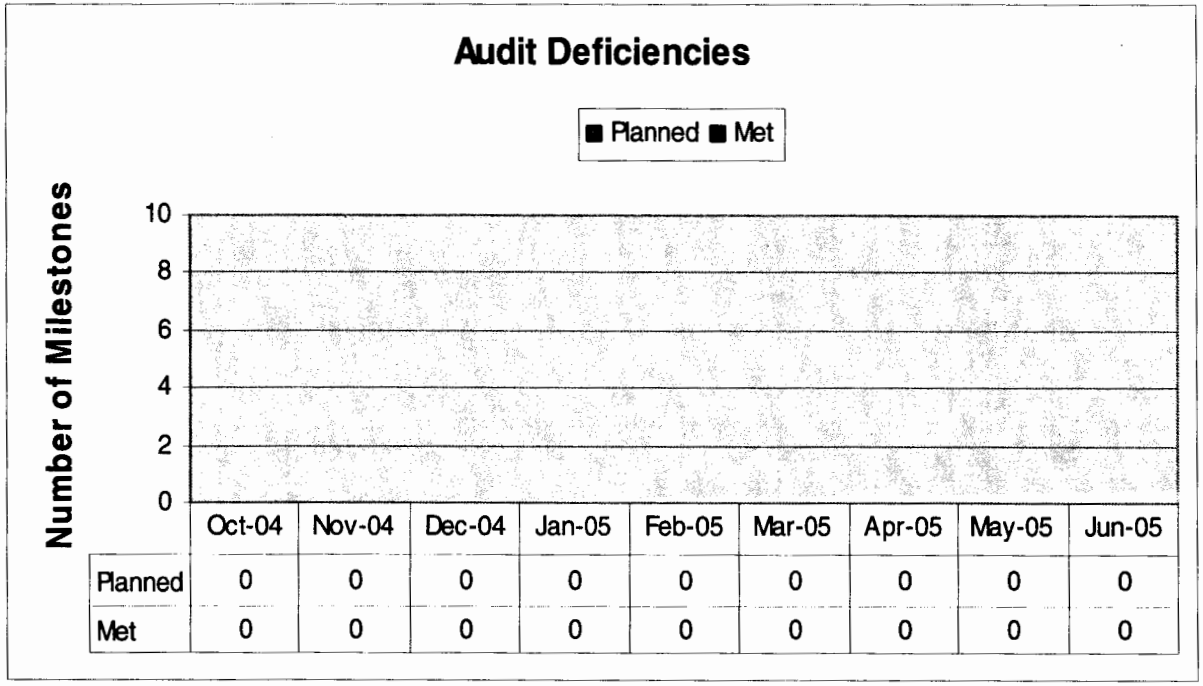
**DEFINITION:**
**This measure is designed to manage the elimination of Section 2 Material Weaknesses. For each material weakness, a plan of action and milestones have been established to ensure that steps are taken to correct the weakness.**

**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




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

**SCORECARD**

**Rating: GREEN**

**Data Reporting: June**

**GOAL:**

**Achieve 90% of all outstanding audits**

**RATING SCALE:**

GREEN = ≥ 90%
= ≥ 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.

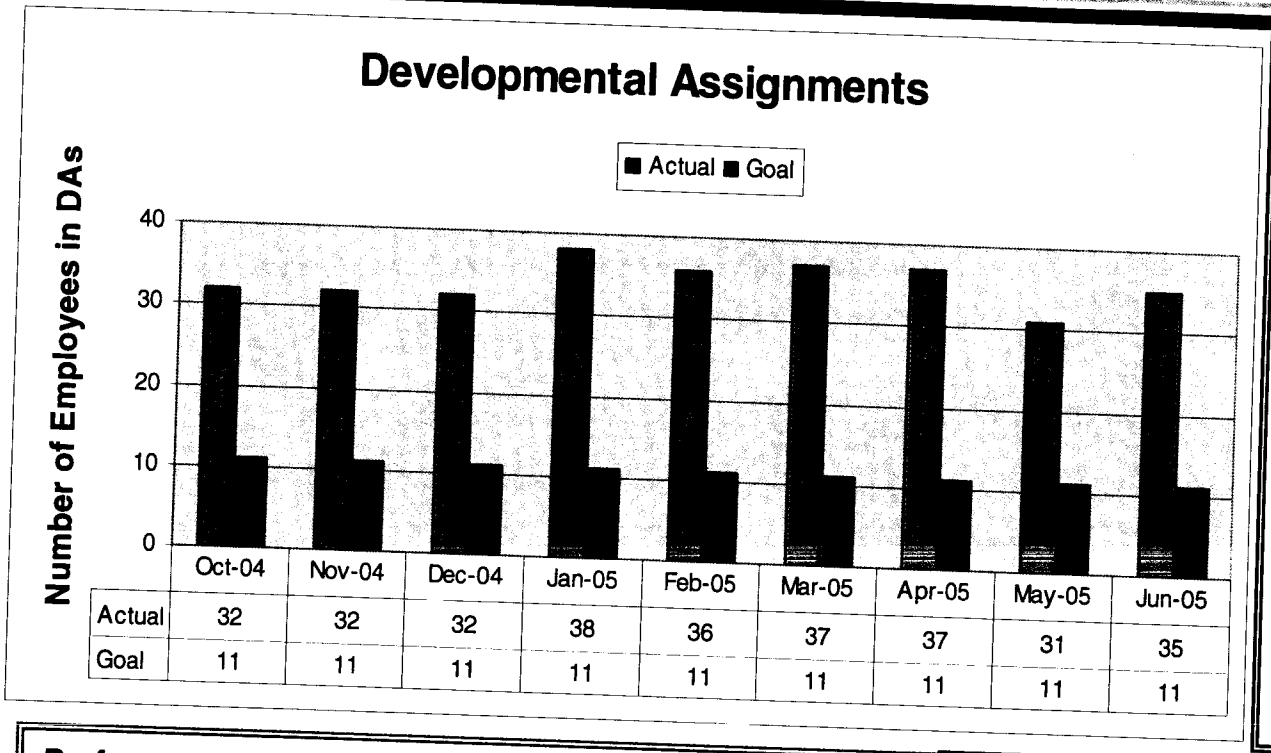
# OSD Metrics – Marine Corps Accounting Services
## Perspective: Internal

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

| QUAD METRICS | FY2005 GOALS | SCORE |
|---|---|---|
| •Suspense Overaged (3000 Non-Exempt over 60 days old) | 10% Reduction 12/31/04 Balance | GREEN |
| •Overaged In-Transit Disbursements & Collections | 75% Reduction FY04 YE Balance | GREEN |
| •Unmatched Disbursements (UMDs) Total | Maintain FY04 Within Timeframe YE Balance | GREEN |
| •Timeliness of Accounting Reports to Customers | ≥ 95% On-time Delivery | GREEN |

| REMAINING OSD METRICS | FY2005 GOALS | SCORE |
|---|---|---|
| •Unmatched Disbursements (UMDs) Under 120 Days Old | Maintain FY04 YE Balance | GREEN |
| •Unmatched Disbursements (UMDs) Over 120 Days Old | Zero Overaged | GREEN |
| •Negative Unliquidated Obligations (NULOs) Under 120 Days Old | Maintain FY04 YE Balance | GREEN |
| •Negative Unliquidated Obligations (NULOs) Over 120 Days Old | Zero Overaged | GREEN |
| •Suspense Account – 3000 Non-Exempt Within Allowable 60-Day Timeframe | 10% Reduction from FY04 Average Balance | GREEN |
| •Appropriations with Negative Balances | None over 3 months old | GREEN |
| •Deposit Accounts with Negative Balances | None over 3 months old | GREEN |
| •A/R Available for Collection | 75% Reduction FY03 YE Bal | GREEN |
| •Public A/R Requiring Due Process At Field Level > 90 Days | 95% Reduction FY03 YE Bal | RED |
| •Reduction of Public Debt > 180 Days Residing in Debt Management Systems | 95% Reduction FY03 YE Bal | RED |
| •Unsupported Accounting Adjustments | ≤ $175B Unsupported | N/A |

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




| | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---|---|---|---|---|---|---|---|---|---|
| Actual | 32 | 32 | 32 | 38 | 36 | 37 | 37 | 31 | 35 |
| Goal | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 | 11 |

## SCORECARD

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

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

**RATING SCALE:**
**GREEN = ≥ 90%**
**= ≥ 75% or < 90%**
**RED = < 75%**

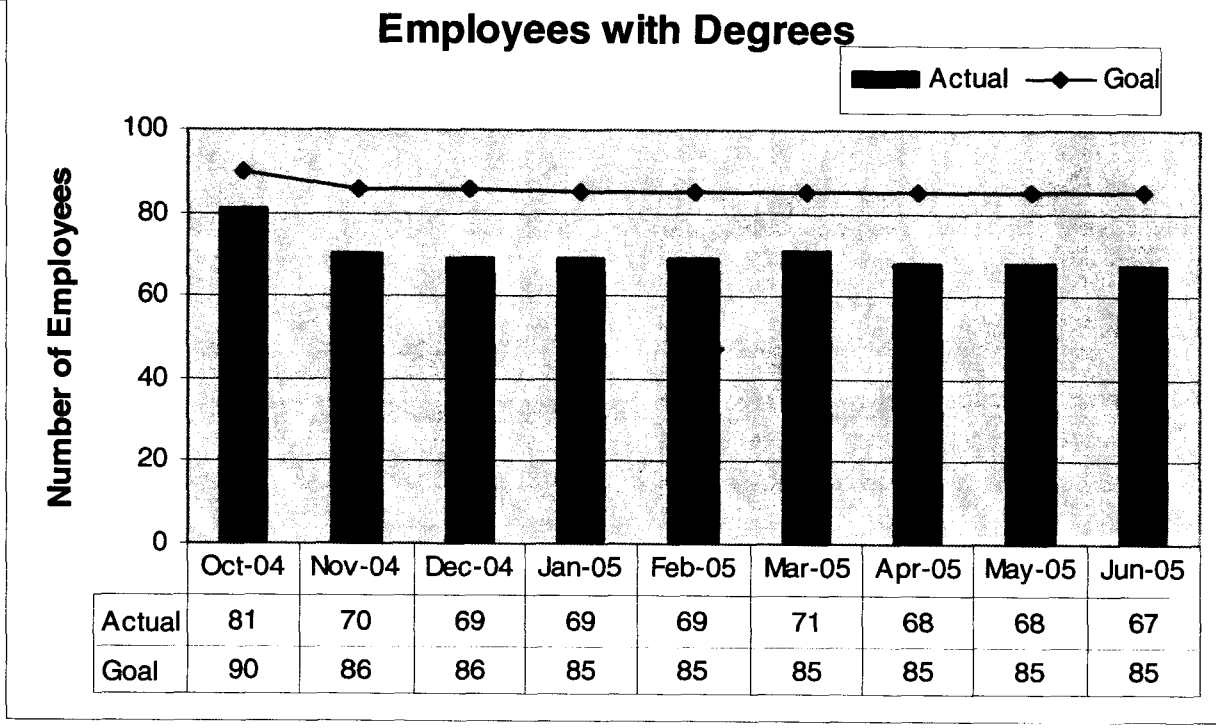
**DEFINITION:**
**This measure focuses on broadening employees skills and knowledge through well defined Developmental Assignments.**

**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




| | Oct-04 | Nov-04 | Dec-04 | Jan-05 | Feb-05 | Mar-05 | Apr-05 | May-05 | Jun-05 |
|---|---|---|---|---|---|---|---|---|---|
| Actual | 81 | 70 | 69 | 69 | 69 | 71 | 68 | 68 | 67 |
| Goal | 90 | 86 | 86 | 85 | 85 | 85 | 85 | 85 | 85 |

## SCORECARD

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

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

**RATING SCALE:**
**GREEN = ≥ 90%**
**= ≥ 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 - 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**

**ABL #1 Unmatched Disbursements (UMDs) Total** — **RED**

**Certification - June FY05**

| Site: | Goal | Actual |
|---|---|---|
| DFAS Cleveland Network Summary | | |
| Charleston | | Not Available by Site |
| Cleveland | | |
| Japan | | |
| Norfolk | | |
| Oakland | | |
| Pacific | | |
| Pensacola | | |
| San Diego | | |
| NABL Grand Total | $2.7 Billion | $2.8 Billion |

**Goal:** Maintain FY04 within Timeframe YE Balance

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**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 Applicable |
| Cleveland | | |
| Japan | | |
| Norfolk | | |
| Oakland | | |
| Pacific | | |
| Pensacola | | |
| San Diego | | |
| NABL Grand Total | 95% | 100% |

**Goal:** > or equal to 95% On-time Delivery

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**BSC Metrics based on Site - Goal - Actual**

**ABL # 2**

**Average Salary - June FY05**

| 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**

| Site: | GREEN 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**

June FY05 **Not available by site**

| **Macro Level** | **Goal** | **Actual** |
|---|---|---|
| | | **7** |

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

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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 |

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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**

| 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** |

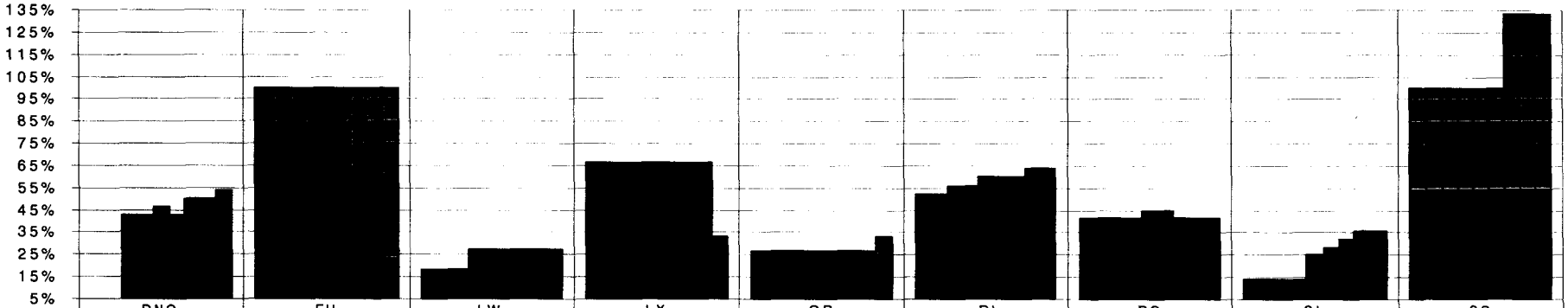
**Goal:** Achieve 4.5% of our Accounting workforce in Developmental Assignments each month.

**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 | | 100% | 18.2% | 66.7% | 26.7% | 52.0% | 41.4% | 14.3% | 100% |
| Nov-04 | | 100% | 18.2% | 66.7% | 26.7% | 52.0% | 41.4% | 14.3% | 100% |
| Dec-04 | 42.9% | 100% | 18.2% | 66.7% | 26.7% | 56.0% | 41.4% | 14.3% | 100% |
| Jan-05 | 42.9% | 100% | 27.3% | 66.7% | 26.7% | 56.0% | 41.4% | 14.3% | 100% |
| Feb-05 | 46.4% | 100% | 27.3% | 66.7% | 26.7% | 60.0% | 44.8% | 25.0% | 100% |
| Mar-05 | 42.9% | 100% | 27.3% | 66.7% | 26.7% | 60.0% | 44.8% | 28.6% | 100% |
| Apr-05 | 50.0% | 100% | 27.3% | 66.7% | 26.7% | 60.0% | 41.4% | 32.1% | 133% |
| May-05 | 50.0% | 100% | 27.3% | 66.7% | 26.7% | 64.0% | 41.4% | 35.7% | 133% |
| Jun-05 | 53.6% | 100% | 27.3% | 33.3% | 33.3% | 64.0% | 41.4% | 35.7% | 133% |

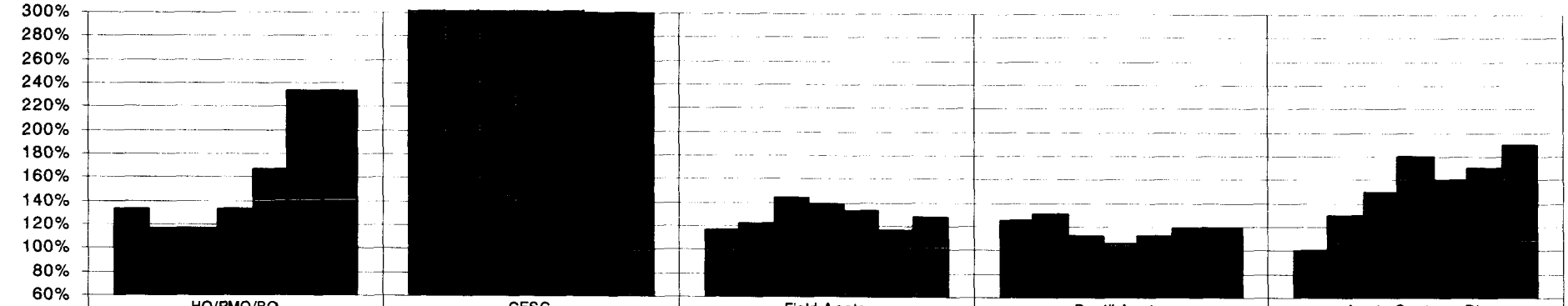
| | DNO | EU | LW | LX | OR | RI | RO | SL | SS |
|---|---|---|---|---|---|---|---|---|---|
| Oct-04 | N/R | 3 | 2 | 2 | 4 | 13 | 12 | 4 | 3 |
| Nov-04 | N/R | 3 | 2 | 2 | 4 | 13 | 12 | 4 | 3 |
| Dec-04 | 12 | 3 | 2 | 2 | 4 | 14 | 12 | 4 | 3 |
| Jan-05 | 12 | 3 | 3 | 2 | 4 | 14 | 12 | 4 | 3 |
| Feb-05 | 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 |



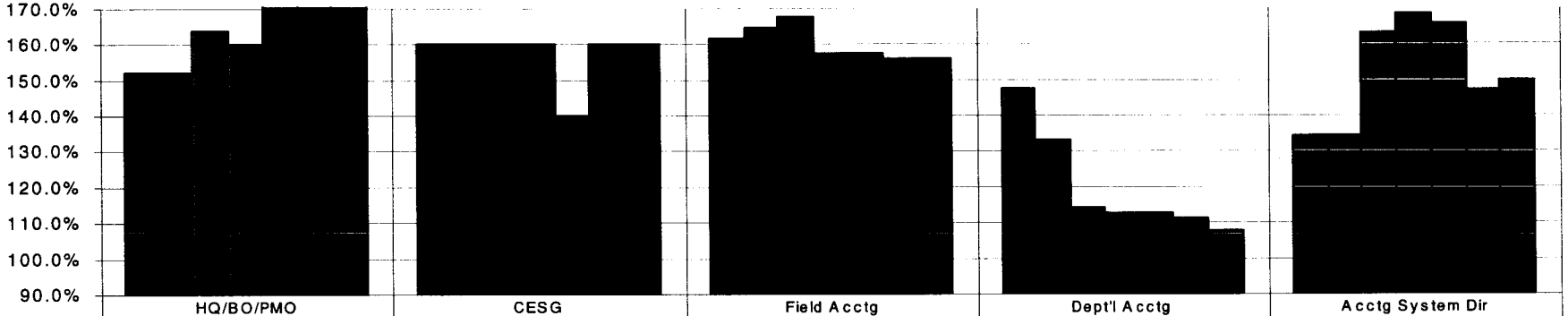

| | HQ/PMO/BO | CESG | Field Acctg | Dept'l Acctg | Acctg Systems Dir |
|---|---|---|---|---|---|
| Dec-04 | 133% | 500% | 117% | 125% | 100% |
| Jan-05 | 117% | 500% | 122% | 131% | 130% |
| Feb-05 | 117% | 500% | 144% | 113% | 150% |
| Mar-05 | 133% | 500% | 139% | 106% | 180% |
| Apr-05 | 167% | 400% | 133% | 113% | 160% |
| May-05 | 233% | 300% | 117% | 119% | 170% |
| Jun-05 | 233% | 300% | 128% | 119% | 190% |

| | 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

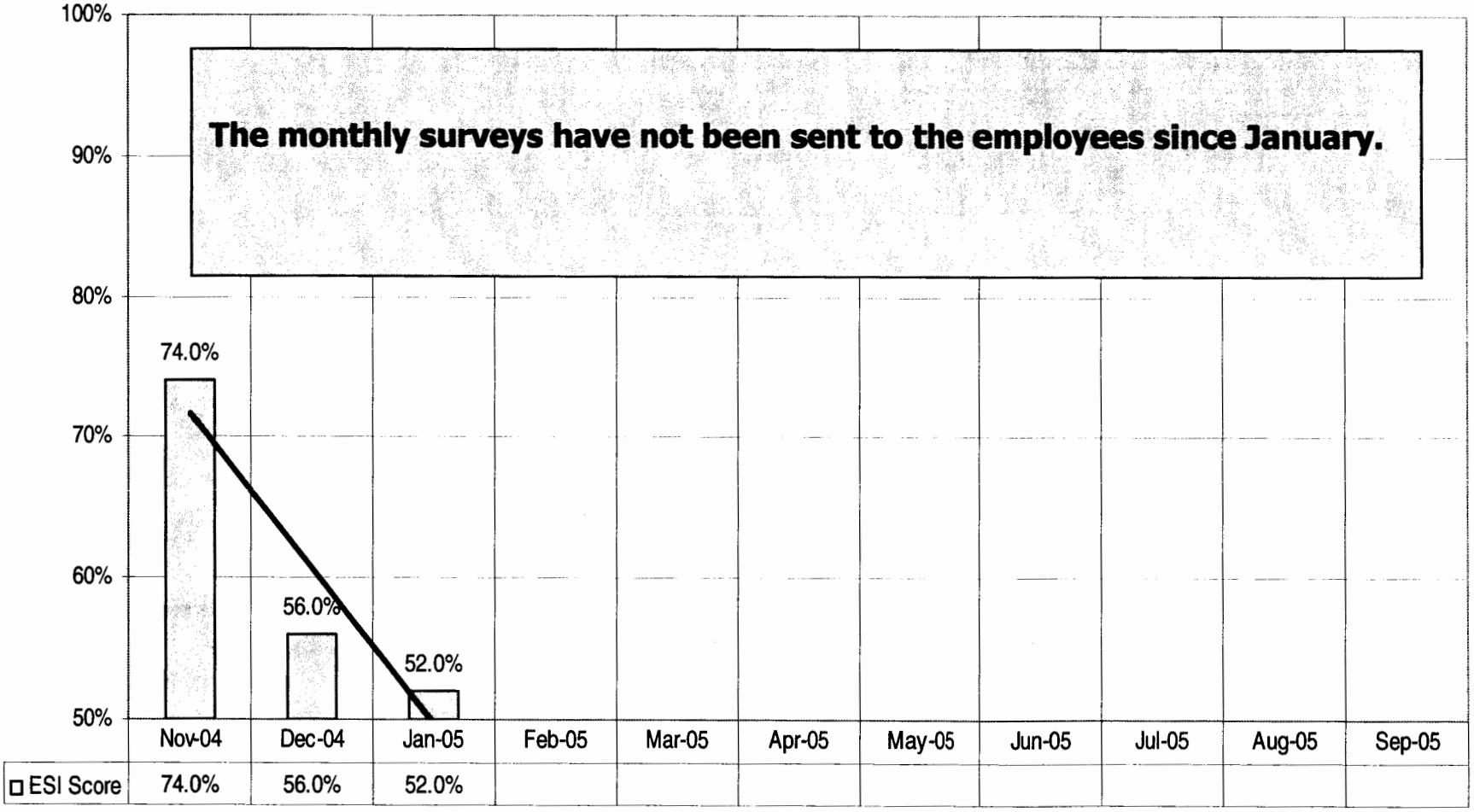
**Objective:** Increase Number of Employees with Degrees within the DFAS Workforce
**Target:** Achieve 90% or above target goal

| 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/BO/PMO | CESG | Field Acctg | Dept'l Acctg | Acctg System Dir |
|---|---|---|---|---|---|
| Dec-04 | 152% | 160% | 161.8% | 147.6% | 134.2% |
| Jan-05 | 152% | 160% | 164.7% | 133.3% | 134.2% |
| Feb-05 | 164% | 160% | 168% | 114% | 163% |
| Mar-05 | 160% | 160% | 157% | 113% | 168% |
| Apr-05 | 176% | 140% | 157% | 113% | 166% |
| May-05 | 212% | 160% | 156% | 111% | 147% |
| Jun-05 | 260% | 160% | 156% | 108% | 150% |

| | 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.