

Special Studies/Evaluations

Completed Studies

Senior Executive Service (SES) Succession Management Study

The study, completed in March 1999, assessed the effectiveness of the current leader development system. It recommended ways to enhance the development of future civilian leaders and stressed the need to market the Senior Executive Service as a career goal. Ongoing efforts to implement the recommendations include: a) integrating SES requirements and executive core competencies into the leader development process, e.g. core leader development courses and Army Civilian Training, Education and Development System (ACTEDS) plans; b) conducting Army-wide career development workshops for managers; c) publishing a description of the SES personnel system on the SES Web Page; and, d) offering a short course on the SES personnel system for personnelists via the Internet.

Civilian Personnel Operations Center (CPOC) Team Structure Evaluation

This study was suspended pending the results of the CPOC/CPAC manpower survey and the August 1999, CPOCMA Leadership Conference.

On-Going Studies

A Study of the Effectiveness of Alternative Discipline (AD)

Army has initiated a study to review AD to ascertain its effectiveness in correcting patterns of misconduct. The study will determine whether use of AD produces long term correction of behavior. The study will also assess the effectiveness of AD as perceived by management and the disciplined employees. Included in the methodology are: on-site visits at selected activities; checklists for reviewing adverse action files; and structured interviews for surveying the attitudes of personnel involved with the AD incidents. The study is projected to be completed during FY 00.

Army Performance Management Study XXI (APMS XXI)

The Army Performance Management Study XXI (APMS XXI) began December, 1998, to support the National Performance Review recommendations for performance management and the Government Performance and Results Act to make a stronger connection between performance management and organizational strategic plans. The study is conducted by a working group of functional line managers from a broad range of Army commands, with oversight from a General Officer/Senior Executive Service steering committee. By

January, 2000, the Working Group will have presented to the Steering Committee their proposal for the design of a fully automated Army civilian performance appraisal program.

Army Management Staff College (AMSC)/Senior Service College (SSC) Requirements Study

The Training and Doctrine Command at White Sands Missile Range issued the final report of the Requirements Analysis in February 1998. Four hundred ninety two positions were identified as needing the skills taught at SSCs. The AMSC requirements analysis identified 4,927 positions as requiring the skills taught in the Sustaining Base Leadership Management Program at AMSC. All positions were coded in the Defense Civilian Personnel Data System. A follow-up SSC study was initiated in FY99 to survey new positions established since the original study began in December 1995, and positions for which surveys were not returned in the original study. As of September 9, 1999, returned surveys identified 360 additional positions that meet SSC requirements (return rate of 45%).

CHR Attitudes

The data-collection phase of the study was completed. HQDA mailed a copy of the FY99 Army Civilian Personnel Attitude Survey (the "Army-wide" Survey) to every CHR employee during its regular June-July 1999 administration. This provided data on employee morale at the individual CPAC and CPOC level. At the same time, the Army-wide Survey provided data on customer (employees and supervisors) satisfaction. We found that CHR attitudes are more positive compared to the attitudes of employees in other career programs and career fields. We found regional differences in customer satisfaction. The next phase of the study will examine the link between CHR morale, customer satisfaction with CHR services, and CHR productivity as measured by CivPro. This information will continue to guide our leadership decisions related specifically to our CHR Strategic Planning Goal No. 3, "CHR professionals who are customer-focused and who have the competence, support, and motivation to meet the challenges of constantly changing and increasing expectations."

SES Fill Time

The US Army Civilian Personnel Evaluation Agency (USACPEA) will conduct a review of Senior Executive Service operations that have an impact on fill time. The review will analyze the process, identify reasons for delays, and develop recommendations to streamline the program. USACPEA will visit the Headquarters, U.S. Army Corps of Engineers; Headquarters, U.S. Army Materiel Command; Personnel and Employment Services – Washington; and Headquarters, Army SES Office. The review will begin on December 13, 1999 and will be completed sometime in late January/early February 2000.

USACPEA FY 00 Review Schedule

<p>15 Nov 99 – 7Apr 00 15 Nov – 10 Dec 18 Jan – 28 Jan 28 Feb – 10 Mar 27 Mar – 7 Apr</p>	<p>North Central IPR Ft McCoy, WI TACOM, Warren, MI Rock Island Arsenal, IL CPAC Rock Island Arsenal, IL CPOC</p>
<p>1 Oct – 9 Nov</p>	<p>USAREUR IPR</p>
<p>1 May – 21 Jul 1 May – 12 May 1 May – 12 May 30 May – 9 Jun 30 May – 16 Jun 10 Jul – 21 Jul</p>	<p>West IPR Ft Lewis, WA Ft Huachuca, AZ CPAC Tooele Army Depot, UT USACE SPD, Sacramento , CA Ft Huachuca, AZ CPOC</p>
<p>20 Jan – 8 Feb</p>	<p>Special Review in Korea</p>
<p>15 May – 31Aug 15 May – 26 May 19 Jun – 30 Jun 14 Aug – 31 Aug</p>	<p>NAF Follow-Up Reviews Shades of Green, FL Dragon Hill, Korea Garmisch & Grafenwohr, Germany</p>