

## **Special Studies/Evaluations**

### **Completed Studies**

#### **Alternative Dispute Resolution (ADR)**

We surveyed Army activities regarding their use of alternative dispute resolution (ADR) programs. We received 20 activity responses and one consolidated response from a MACOM. Those responding unanimously found that ADR programs help avoid costs associated with, and are a beneficial part of, their dispute resolution programs. Specific benefits of ADR as identified by the activities include: savings in cost and time; increased communications; help in clarifying concerns and issues of fact; and greater employee buy-in. The results of the survey show that nearly 78% of the cases submitted under the activities' ADR programs were successfully resolved without going to formal case processing. Typically, local ADR programs involve mediation at the informal stage of the complaint or grievance.

#### **Cost of Union Representational Activities**

Congress requested that a Federal-wide analysis be completed regarding the use of official time and other costs related to union representational activities. Army reported that its union representatives used 160,395 hours of official time for the first six-months of 1998 with 58 employees using 100% official time. The dollar value of the official time used was slightly over 3 million. Additionally, Army spent about \$750,000 on office space, equipment, telephone usage and supplies for the union. In addition to the statistical data, Army provided a list of benefits associated with official time usage by union officials.

#### **Costing Army CPA Products and Services (CAPS)**

The CAPS study provided an automated costing model for operating level staffing and classification functions. This model allows management and CHR decision-makers to track current costs of operation and forecast the impact of changes on business processes. The model uses an Activity Based Costing approach to cost the activities, or major tasks, that must be completed in order to classify and fill a position. This approach is "top down," i.e., the starting point is the total dollar resources consumed by an organization. Those resources are then tracked backward to deduce the individual costs of the activities and processes performed to generate a product. The model has not been implemented because a "bottom up" approach cost accounting system is being considered.

## **Army's Minority/Non-Minority Disciplinary Action Study**

Army's study of civilian disciplinary rates was initiated in FY94 as a result of OPM's FY92 data that indicated disparities in civilian discharge rates; it was concluded in FY98. The study's research consisted of data collection and analysis, review of adverse action files, and analysis of procedural due process for FY91-96. The study's major conclusions were: (1) the existence of disparities in discipline rates between minority and non-minority employees was confirmed; (2) the disparity exists across the board – all grade levels, educational levels, kinds of work, geographic locations; (3) the statistical analysis did not indicate a causal factor to account for the disparity; (4) the procedural requirements surrounding the actions did not appear to account for the disparity; and (5) the data did not suggest that employee due process was influenced by RNO. The final report contained a number of recommendations to enhance existing employee relations and training programs. Initiatives to implement some of these recommendations have been taken.

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

The final report of the Requirements Analysis was issued in February 1998. Four hundred ninety two positions were identified as needing the skills taught at SSCs. These positions were coded in DCPDS. The AMSC requirements analysis identified 9,072 positions as requiring the skills taught there. Subsequent crosswalk of those positions with the current Defense Civilian Personnel Data System (DCPDS) database resulted in a match of 4,927 positions to be coded. A follow-up study will be conducted 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.

## **Application of Classification Standards**

A study of the backlog in the application of new classification standards by CONUS CPOCs was completed. It found that many CPOs transferred backlog in this area to the CPOCs during regionalization. Concurrent with this transfer of aged work, OPM issued a wide variety of new classification standards (for 27 different occupation series) to be applied immediately by the CPOCs. To remove the backlog, a plan of action was developed to include decisions on whether the project would be executed in-house or by contractor, target dates of completion, and institution of a monthly reporting requirement to CPOCMA in order to continually monitor progress. All the CPOCs successfully executed their individual classification plans (more than 5,000 positions were reclassified) and, by the end of CY98, there was no backlog of classification standards awaiting application. DA's new policy on how new classification standards are applied contributed to the expeditious manner in which the workload was accomplished. The new policy uses the results of test applications of draft standards to more specifically target areas where intense review may be needed, as well as uses standard factor level addenda to attach to position descriptions.

## **On-Going Studies**

### **Civilian Personnel Operations Center (CPOC) Team Structure Evaluation**

Four regional CPOCs (Northeast, North Central, South Central and Southwest) are participating in 15 month evaluation (1 July 1998 - 30 September 1999) to assess the effects of slightly modified regional service delivery in the Northeast, North Central and Southwest regions against service delivery from the standard CPOC structure in the South Central region. Each region will be assessed against the following evaluation criteria: productivity, customer service, employee morale and cost. Decisions resulting from the evaluation are expected to be implemented in January 2000.

### **Survey of CP-10 Attitudes**

A study has been designed to measure the morale of the CHR workforce. Every CHR employee will be mailed a copy of the FY99 Army Civilian Personnel Attitude Survey (the "Army wide" Survey) during its regular administration around May 1999. This will allow analysis of employee morale at the individual CPAC and CPOC level. In addition, the study will attempt to link CHR employee morale with both customer satisfaction (as measured by the attitude survey) and CHR productivity (as measured by CivPro). This information will 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."

### **Senior Executive Service (SES) Succession Management Study**

The study is designed to assess current succession management practices and their effectiveness in producing well-qualified civilian leaders. It will also analyze the competencies, experience, training, and intangible factors that influence selection to, and success in, the SES. Data collection through interviews of senior military and civilian officials and surveying of current SES and GS-15 will be completed in January 1999. Study results are expected in the spring of 1999.

## USACPEA FY 99 Review Schedule

4 Jan – 20 Mar	<b>South Central IPR</b> USACE New Orleans Ft Campbell Ft Leonard Wood Redstone South Central CPOC
5 Apr – 1 Oct 05 Apr – 16 Apr 24 Apr – 14 May 25 Apr – 07 May 24 May – 04 Jun 24 May – 04 Jun 11 Jun – 03 Jul 14 Jun – 25 Jun 12 Jul – 23 Jul 12 Jul – 23 Jul 31 Jul – 20 Aug 02 Aug – 13 Aug 30 Aug – 10 Sep 30 Aug – 10- Sep 20 Sep – 01 Oct	<b>Army-wide NAF Review</b> Ft Belvoir Ft Shafter/Hale Koa Ft Monmouth Ft Bliss Shades of Green Eighth Army/Dragon Hill Lodge Ft Sam Houston Ft Benning Ft Hood USAREUR/AFRC Ft Carson Ft Buchanan Ft Lewis CFSC HQ
05 Apr – 16 Apr	<b>Command Climate Assessment</b> <b>PERSCOM</b>