

Program Evaluation Results: Army DCIPS The First Year

November 2011

*Scope of review includes DCIPS implementation activities from October 2008
through January 2011*





Agenda



- BLUF
- Overview of Army DCIPS Evaluation Framework
- Review Objectives of Army DCIPS Program Evaluation
- Evaluation Design and Methodology
- Key Findings and Perceptions – Successes and Challenges
- Recommendations and Actions
- Way Ahead



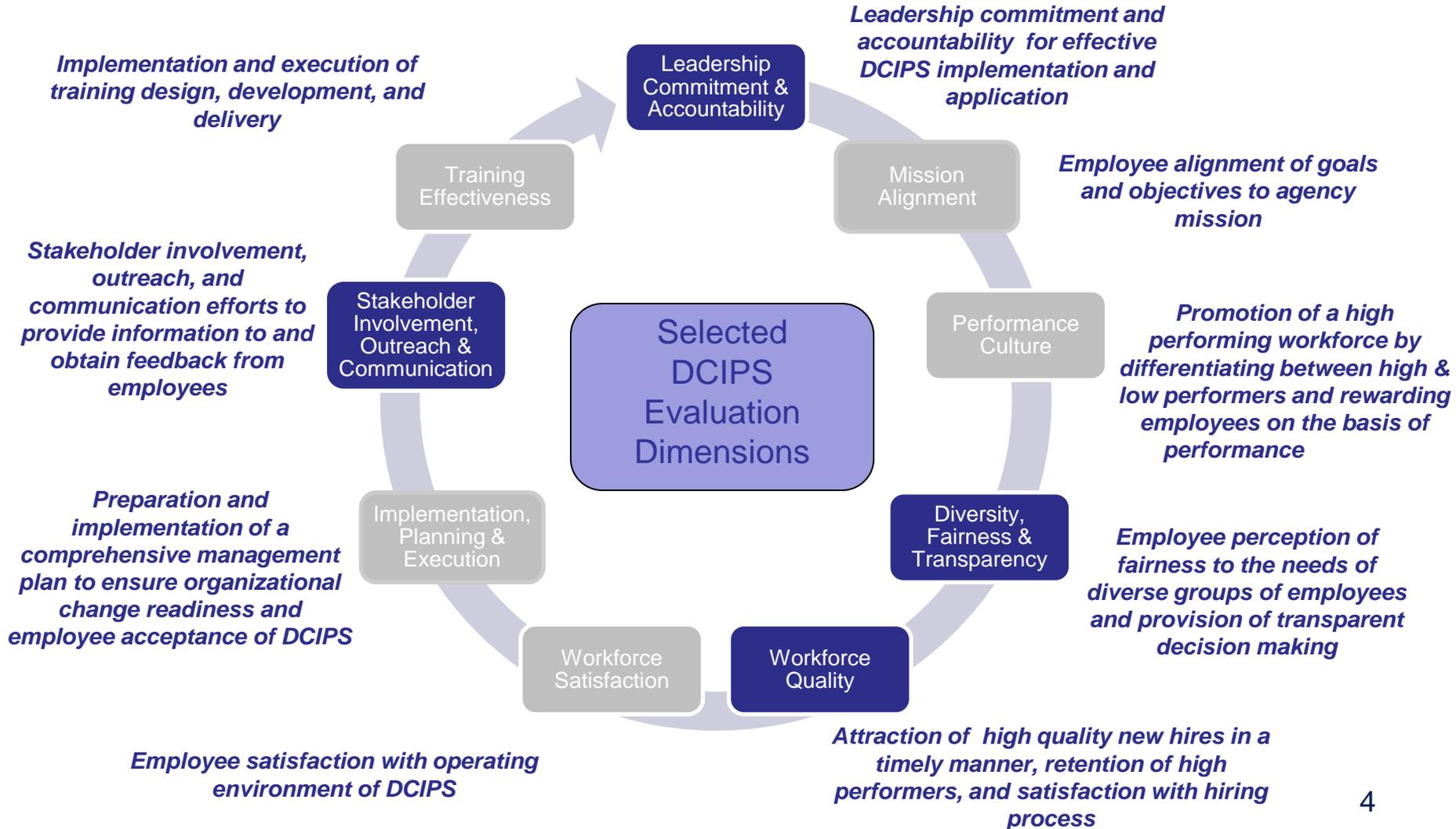
BLUF



- Overall, there were a few positives but mostly challenges experienced during first year of Army DCIPS implementation
- Some challenges attributed to FY 2010 NDAA placing hold on performance-based salary increases and Secretary of Defense decision to return to DCIPS grades
- Senior leaders demonstrated commitment to successful implementation, but there was disappointment from leaders and workforce that pay for performance did not occur as planned
- Opportunities for improvement exist in the administration and acceptance of DCIPS by Army DCIPS workforce



Army DCIPS Evaluation Framework





Evaluation Objectives



- The objectives of the Army DCIPS evaluation program are to:
 - gather the views of the Army, Army Intelligence Community leadership and workforce, including human resource practitioners, on the overall effectiveness of DCIPS policies, processes, and outcomes
 - measure impact of DCIPS by examining changes across overall Army workforce
 - identify strengths and challenges of DCIPS implementation
 - provide recommendations for continuous improvement of Army DCIPS
- Go FOC with DCIPS evaluation strategy upon completion of IOC



Evaluation Design and Methodology



Sample Design and Site Visit Selection

- Multiple Army organizations in one geographic duty location
- Co-location of CPAC staff
- Sites outside National Capital Region
- Significant intelligence organizations
- Personnel assigned to command HQ and field units
- Ft. Belvoir, and Pentagon, VA, Ft. Shafter/Schofield Barracks, Ft. Huachuca in July and August 2011

Scope of Review

- Scope of review focused on pre- and post-Army DCIPS implementation period (approximately October 2008 through January 2011) covering the following topics:
 - DCIPS training
 - Performance management cycle and results of performance-based bonus program
 - Overall perceptions of DCIPS implementation regarding leadership, communication, fairness, workforce quality
 - Transition to DCIPS graded structure

Data Sources & Methodology

- 50 interviews and focus groups (FGs) of 200 Army and Army DCIPS employees
- 10 civilian and 2 military senior leaders
- 6 transition managers
- 5 command G-1 staff
- 2 CPAC staff and supervisor FGs
- 7 rating official, 6 reviewing official, and 12 employee FGs
- DCPDS data on time-to-fill position and employee separations

Data Analysis

- Content analysis of interviews and FGs to determine frequency and majority views
- Analysis of time of time-to-fill position from Request for Personnel Action to Entry on Duty
- Frequency analysis for employee separations including resignations, retirements, and transfers including occupational series and benchmark comparison



Army DCIPS Program Evaluation

FINDINGS



Structure of Section



- Findings based upon 40-page detailed final evaluation report for the selected dimensions of the Army DCIPS Evaluation Framework
- Findings are identified as successes and challenges



Leadership Commitment and Accountability



Leadership commitment and accountability for effective DCIPS implementation and application

Successes	Challenges
<ul style="list-style-type: none"> ➤ Senior leaders demonstrated commitment and engaged in activities to support the initial Army DCIPS implementation 	<ul style="list-style-type: none"> ➤ Military supervisors' commitment and understanding of DCIPS varied across command and location
<ul style="list-style-type: none"> ➤ Senior leaders agreed with the concept of pay for performance but recognized the cultural transformation was challenging 	<ul style="list-style-type: none"> ➤ Perception of insufficient dedicated IPMO staff resources for initial DCIPS implementation
<ul style="list-style-type: none"> ➤ Senior leaders cited the transparency of PAA Tool reports as a way to monitor accountability for the completion of performance management timelines 	<ul style="list-style-type: none"> ➤ The lack of timely and approved DCIPS policies most challenging for TMs and CPAC staff
<ul style="list-style-type: none"> ➤ Increased supervisory and employee interaction viewed as a positive aspect of DCIPS, though some believe increased supervisory training is needed 	<ul style="list-style-type: none"> ➤ Many found the Combat Support Agency (CSA) centralized organizational approach of DCIPS flawed and not appropriate for command delegated authorities of the military Services
<ul style="list-style-type: none"> ➤ Initial training resources viewed as a success but quality varied by training staff 	



Diversity, Fairness and Transparency



Employee perception of fairness to the needs of diverse groups of employees and provision of transparent decision making

Successes	Challenges
<ul style="list-style-type: none"> ➤ Senior leaders found the PM PRA process to work well, but many employees did not know the function of the PM PRA or how to use the rating reconsideration process 	<ul style="list-style-type: none"> ➤ Lack of consistency and fairness in assigned ratings and bonus awards was seen as major challenge by employees, rating officials, and reviewing officials
	<ul style="list-style-type: none"> ➤ Use of SMART performance objectives problematic for majority of employees
	<ul style="list-style-type: none"> ➤ Many leaders and the workforce felt restricted by the 50 percent bonus limit
	<ul style="list-style-type: none"> ➤ Widespread frustration with the PAA Tool regarding the need to address both performance objectives and all six performance elements, as well as the Tool's problematic functionality



Stakeholder Involvement, Outreach and Communication



Stakeholder involvement, outreach, and communication efforts to provide information to and obtain feedback from employees

Successes	Challenges
<ul style="list-style-type: none"> ➤ Senior leaders and the workforce found the EYE newsletter, toolkits, town halls, and command information useful, but thought the HQDA, G-2 website could use improvement 	<ul style="list-style-type: none"> ➤ Lack of timely guidance and information from the IPMO to Army DCIPS community identified as top challenge
	<ul style="list-style-type: none"> ➤ Perception of inadequate collaboration among the staffs of the HQDA, G-1 and command G-1, and HQDA, G-2 for Army DCIPS implementation
	<ul style="list-style-type: none"> ➤ Lack of sustainment and refresher training for DCIPS employees and supervisors, including military, seen as major challenge
	<ul style="list-style-type: none"> ➤ All levels of the workforce would like information on the upcoming transition to the DCIPS graded structure



Workforce Quality

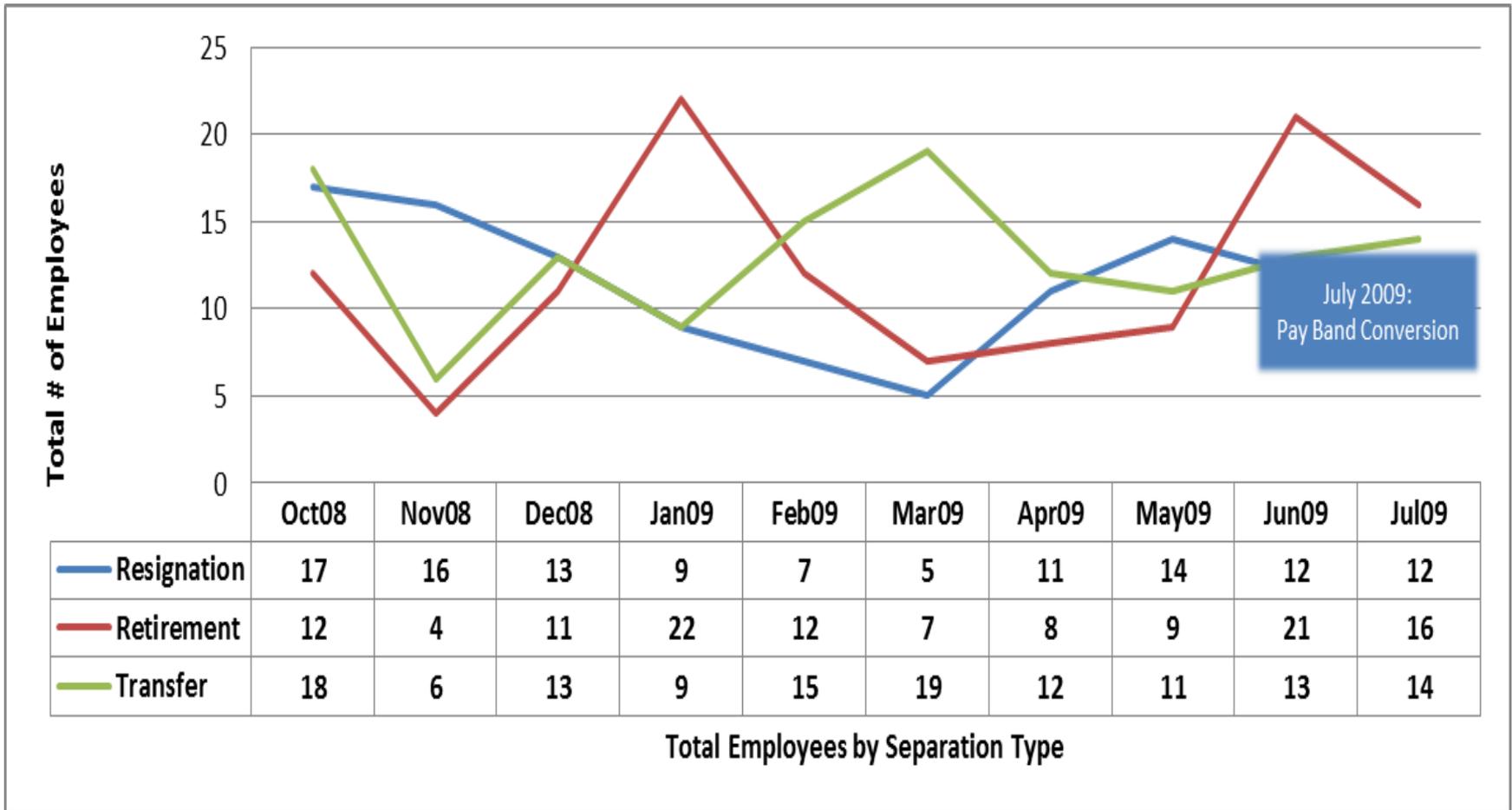


Attraction of high quality new hires in a timely manner, retention of high performers, and satisfaction with hiring process

Successes	Challenges
<ul style="list-style-type: none"> ➤ Retention of employees not perceived as major problem in current federal budgetary environment, but concerns exist that those leaving are transferring to Combat Support Agencies (CSAs) 	<ul style="list-style-type: none"> ➤ The effects of the Fiscal Year (FY) 2010 National Defense Authorization Act (NDAA) may have led to hiring challenges affecting the time-to-fill positions
	<ul style="list-style-type: none"> ➤ Increase in retirements prior to Army's conversion to pay bands in July 2009
	<ul style="list-style-type: none"> ➤ Expiration of Personnel Interchange Agreement perceived as "trapping employees in DCIPS"



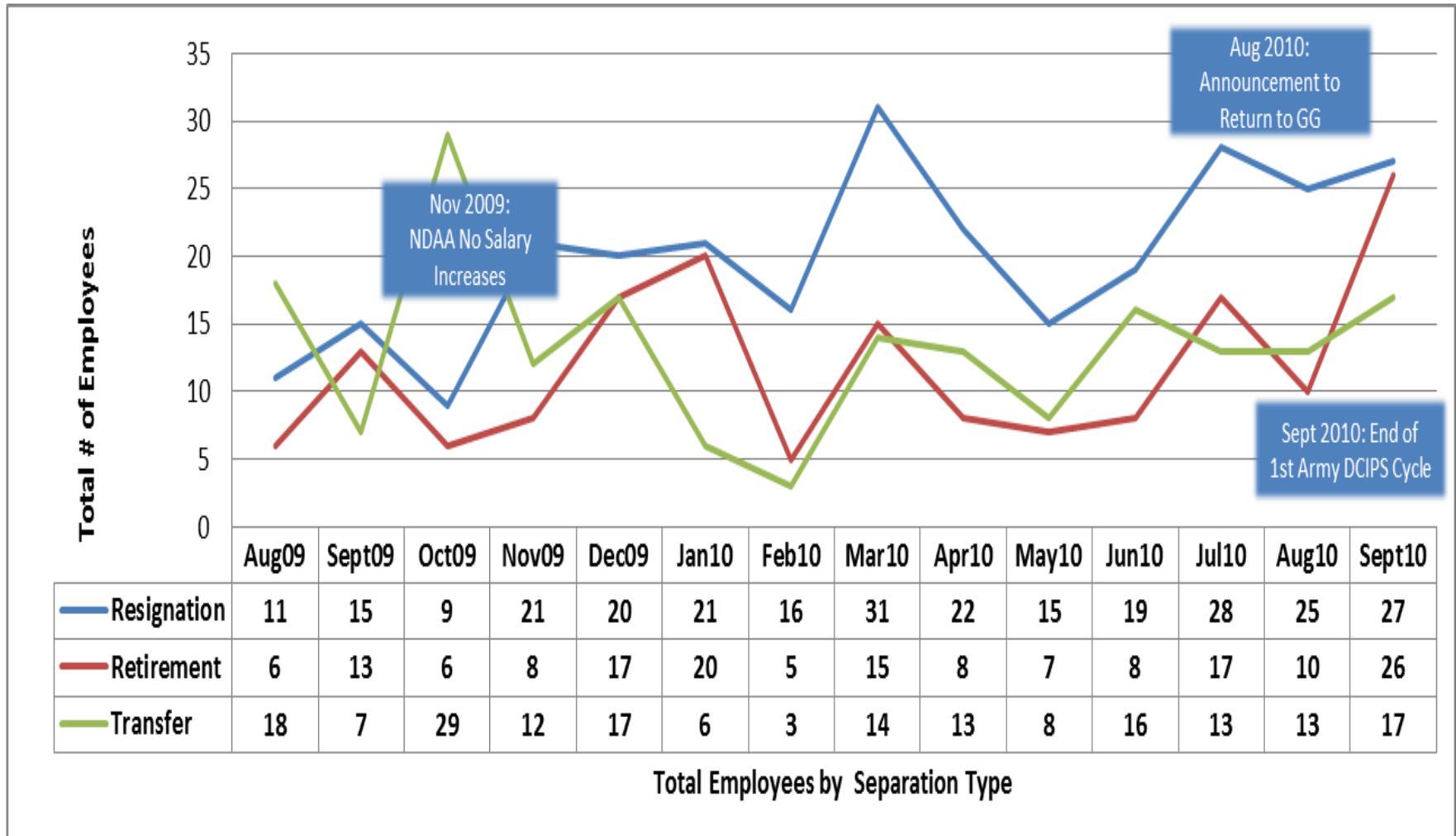
Pre-Conversion Separations by Month



Note: Five Special Option retirements are included over the time period depicted on chart.



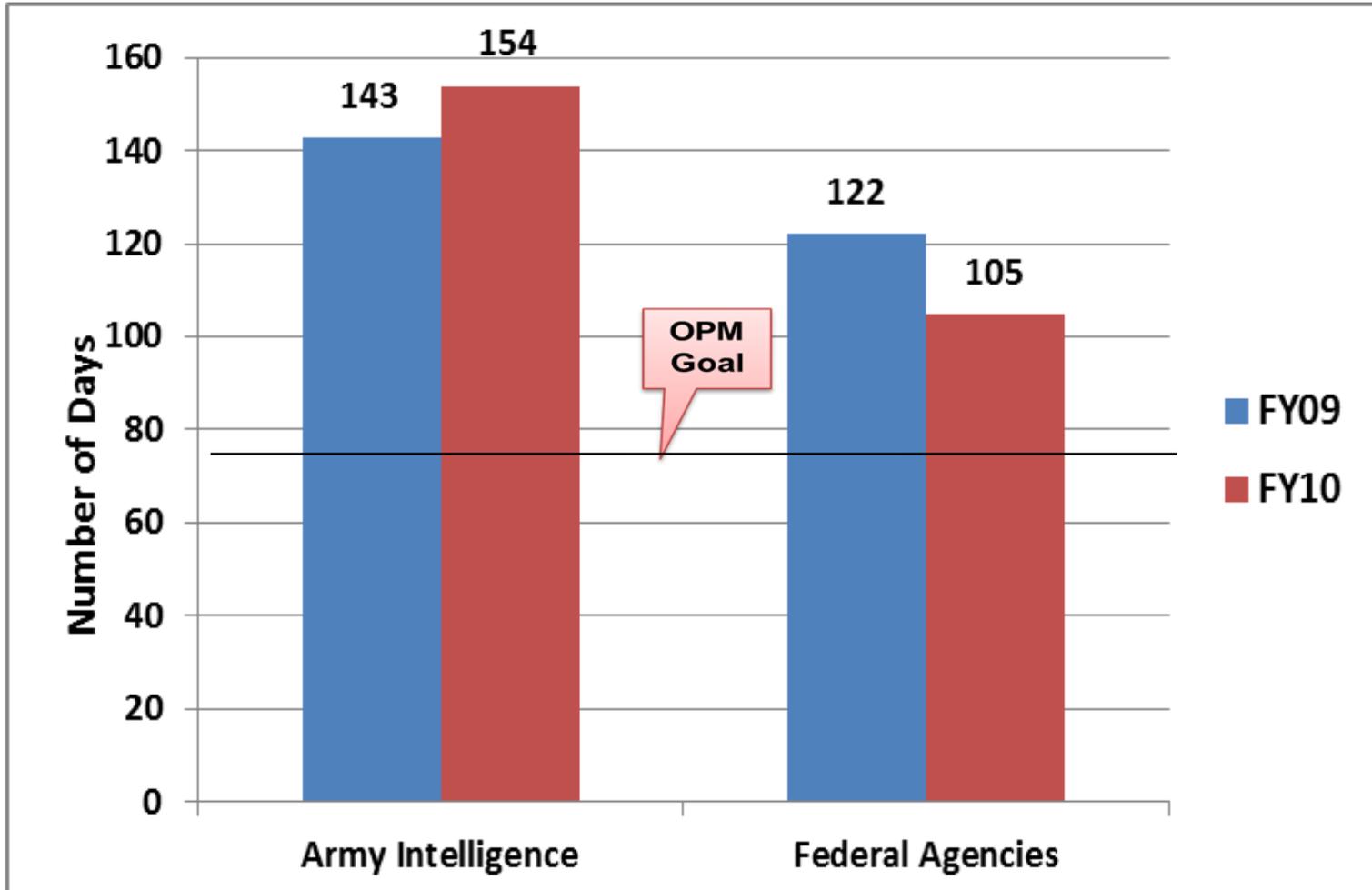
Post-Conversion Separations by Month



Note: Nine Special Option retirements are included over the time period depicted on chart.



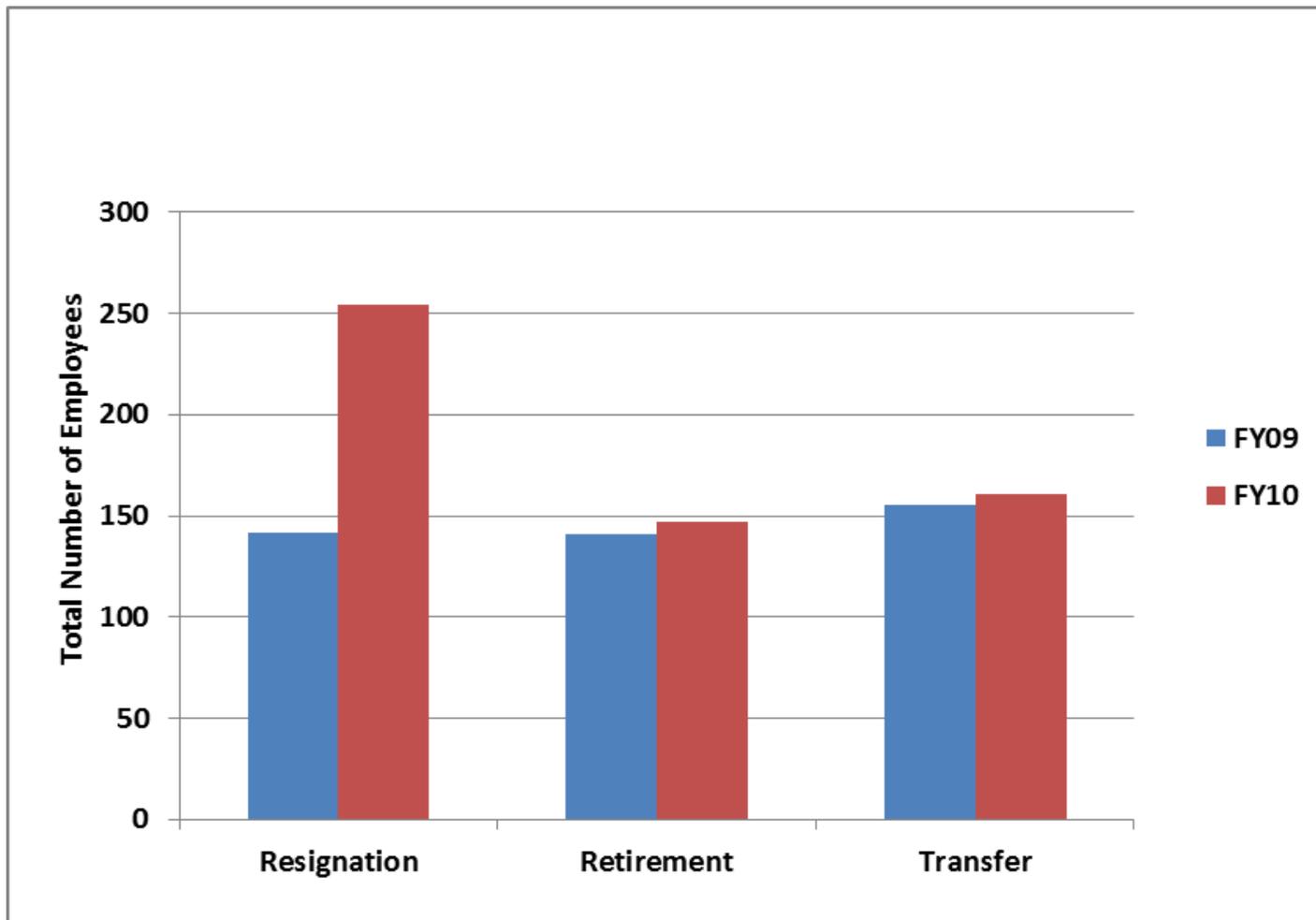
Average Time-to-Fill Position in FY 2009 and FY 2010



Note: Factors that may impact time-to-fill position are waiting for physical exams, finding available drug testing facilities, and processing of security clearances.



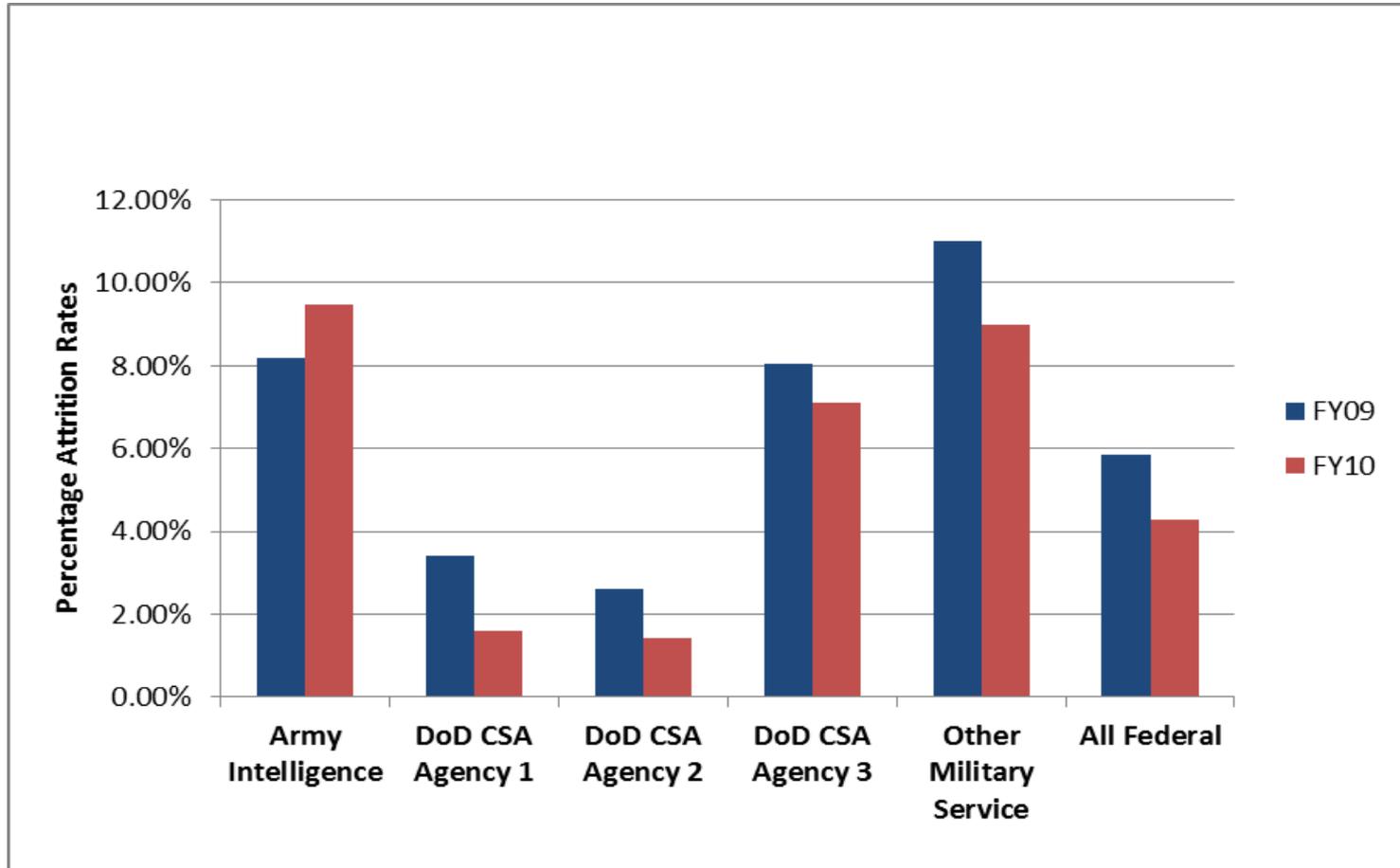
Employee Separations by Type FY 2009 and FY 2010



Note: Chart includes term appointments of 45 in FY 2009 and 58 in FY 2010.

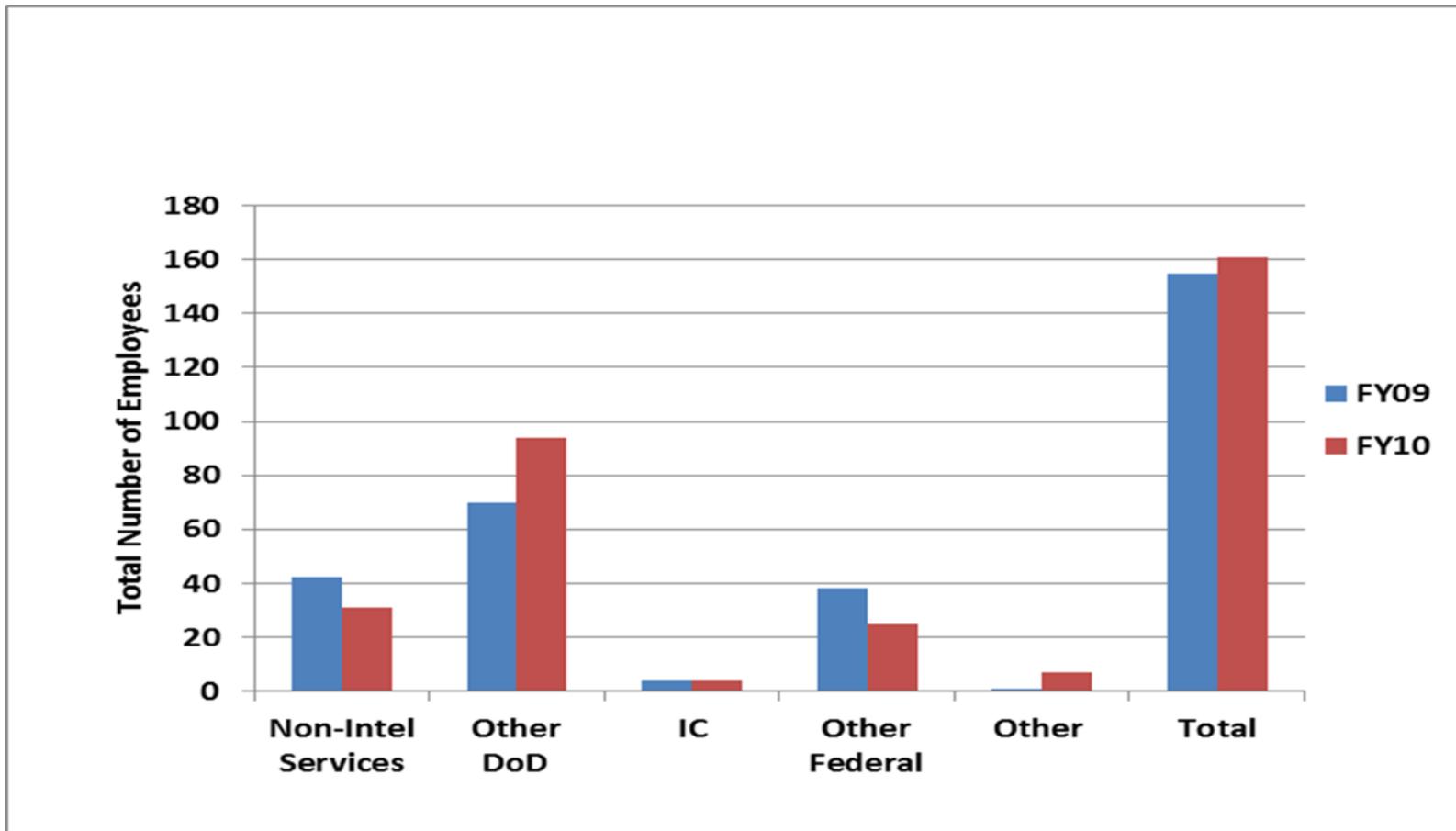


DoD IC Attrition Rates Compared to Federal FY 2009 and FY 2010



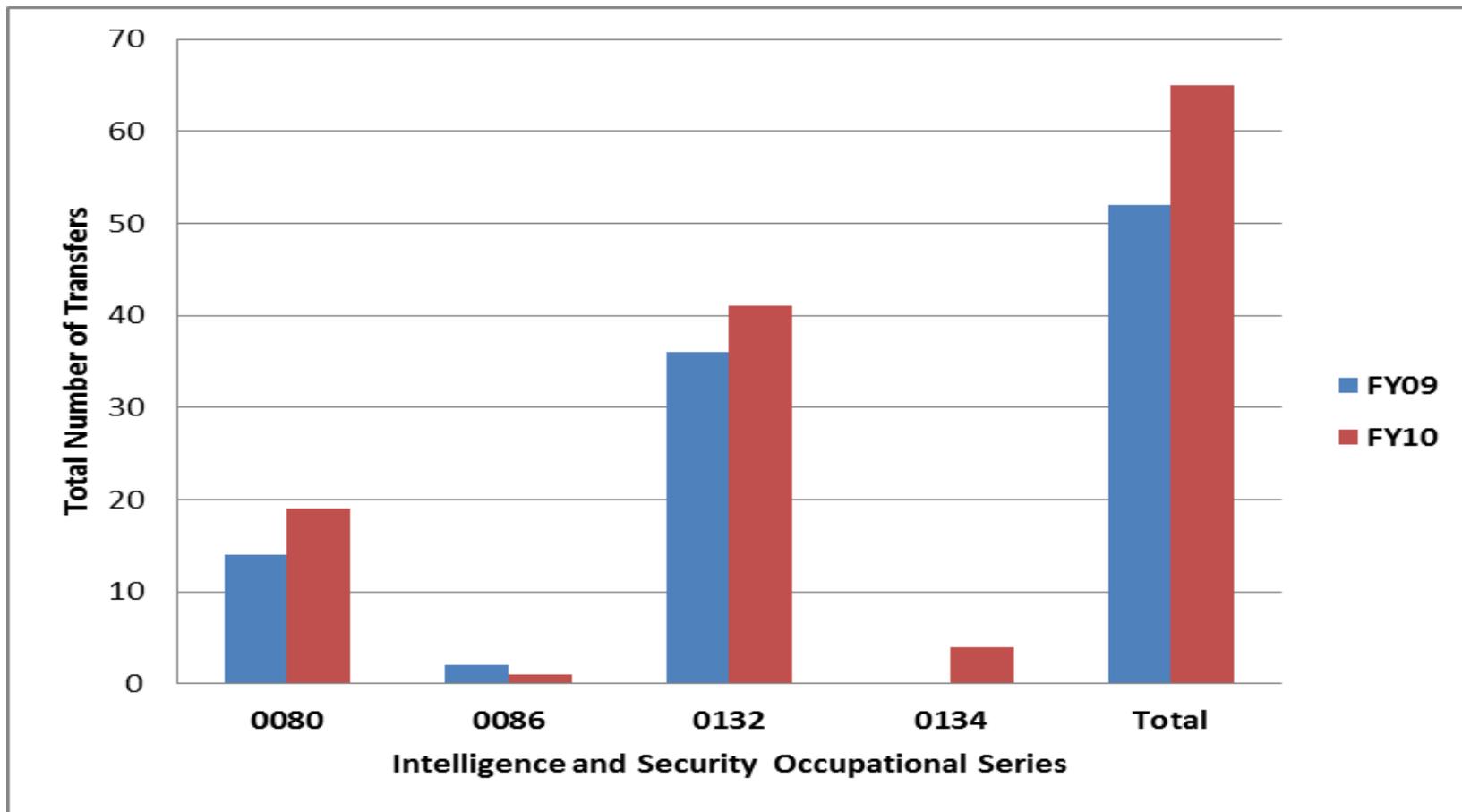


Army Transfers to Other Federal Agencies FY 2009 and FY 2010



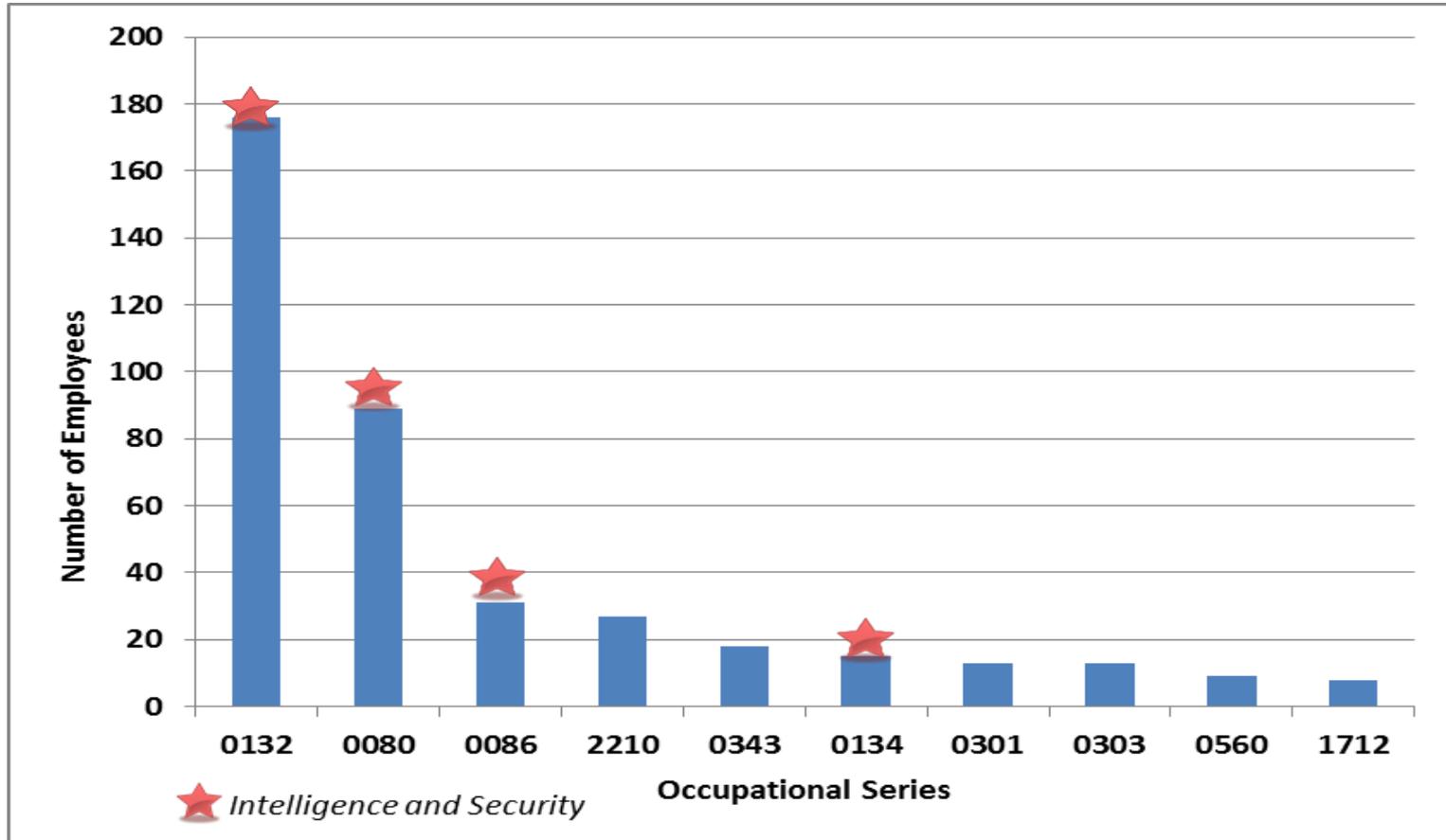


Army Intelligence Position Transfers to Other DoD FY 2009 and FY 2010



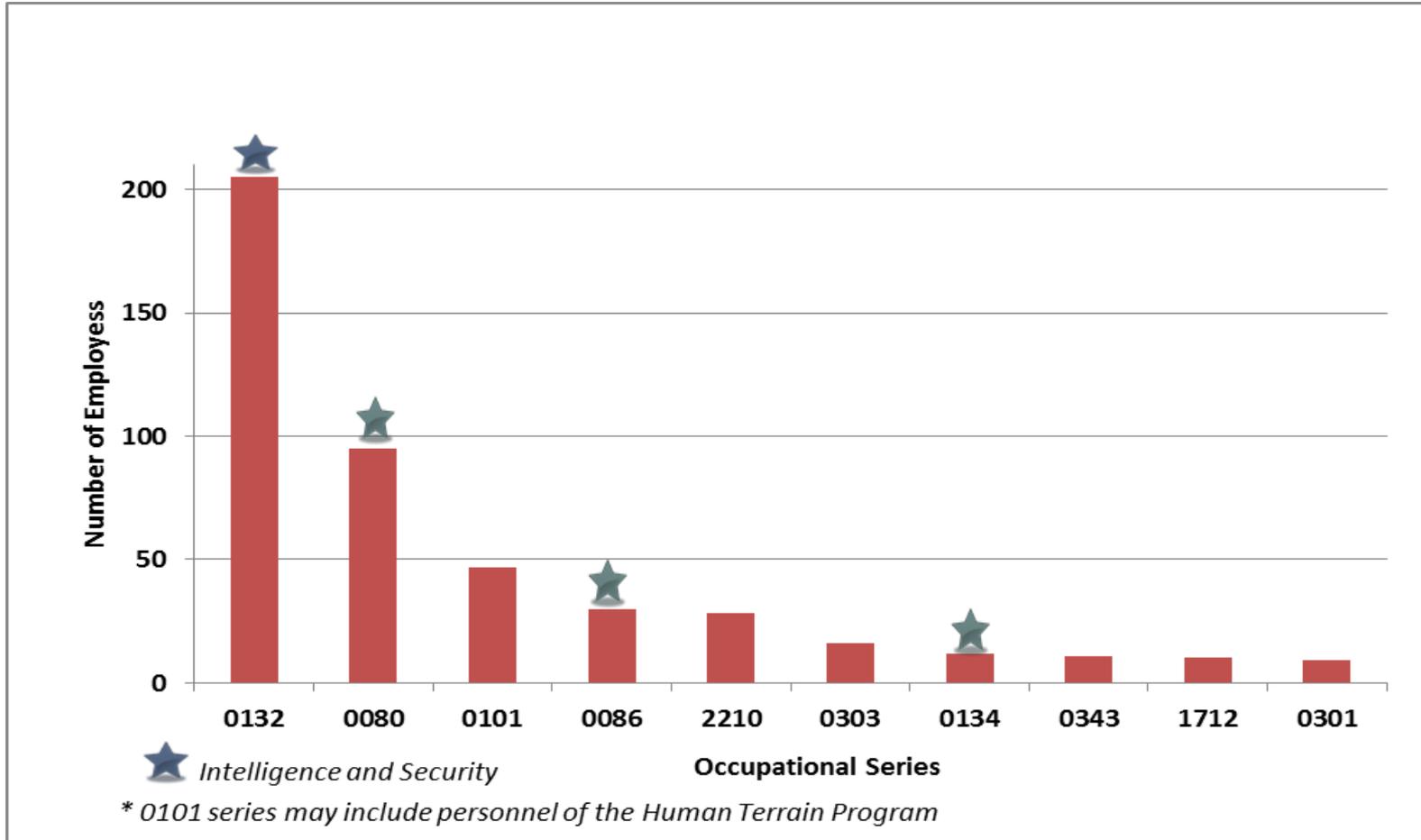


Top 10 Occupational Series Separations FY 2009





Top 10 Occupational Series Separations FY 2010





Army DCIPS Program Evaluation

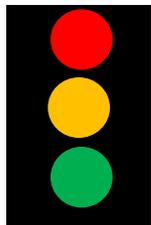
RECOMMENDATIONS AND ACTIONS



Structure of Section



- Recommendations developed for the findings identified as challenges and only where actions could be taken
- Action items describe activities that have taken place to date, as well as planned for the future
- Red, amber, green stop light shows status of actions as follows:



Red = Actions not yet begun

Amber = Actions ongoing but not complete

Green = Actions completed



Leadership Commitment and Accountability



Recommendation/Responsibility	Actions
<ul style="list-style-type: none"> ➤ Advertise supervisory-enabling training to supervisors to improve general and performance management related supervision and communication skills 	<ul style="list-style-type: none"> ● Initial pay band conversion training included supervisory skills related to DCIPS performance management ● OUSD(I) will begin delivery of web-based training on supervisory skills related to DCIPS performance management in Fall 2011 ● Advertise Mandatory Supervisory Development Courses offered by G-3/5/7
<ul style="list-style-type: none"> ➤ Ensure military supervisors receive DCIPS training and know where to go for assistance when managing DCIPS personnel 	<ul style="list-style-type: none"> ● <i>Introduction to DCIPS for Military Supervisors</i> web-based training course sponsored by OUSD(I) expected in January 2012 ● Army DCIPS website to be updated with a New Hire/Military Supervisor section
<ul style="list-style-type: none"> ➤ Keep HR community informed if guidance and policies cannot be issued in a timely manner; when there is a delay, let them know when they will receive information 	<ul style="list-style-type: none"> ● Continue to issue policy status updates in the EYE Newsletter and TM teleconferences



Diversity, Fairness and Transparency



Recommendation/Responsibility	Actions
<ul style="list-style-type: none"> ➤ Provide rating consistency training for supervisors 	<ul style="list-style-type: none"> ● Initial DCIPS conversion training included discussions of rating consistency ● Rater Consistency Workbook to be issued in Fall 2011 by USD(I)
<ul style="list-style-type: none"> ➤ Provide SMART objective writing workshops and job aids to the workforce 	<ul style="list-style-type: none"> ● SMART objective training offered to commands as separate course ● Issuance SMARTer Objective Job Aid to the field and published on HQDA, G-2 website in October 2011
<ul style="list-style-type: none"> ➤ Improve workforce understanding of the function of the PM PRA by issuing fact sheets on the role of the PM PRA and rating reconsideration process 	<ul style="list-style-type: none"> ● Re-issuance of PM PRA guidance distributed to TMs and placed on HQDA, G-2 website
<ul style="list-style-type: none"> ➤ Provide clear guidance on administration of bonus process and ensure leaders are aware of other ways to reward employees 	<ul style="list-style-type: none"> ● Issuance of implementing guidance for bonus process in FY2010 and FY2011 ● Provided online training to bonus group managers in Fall 2010 ● Data administrators provided with classroom training and additional materials in Summer 2010
<ul style="list-style-type: none"> ➤ Issue PAA Tool guides and process flows to ensure supervisor and workforce understanding 	<ul style="list-style-type: none"> ● Publicize PAA Tool process flow and training manuals placed on HQDA, G-2 website ● Post and publicize USD(I) PAA Tool guidance



Stakeholder Involvement, Outreach and Communication



Recommendation/Responsibility	HQDA, G-2 Actions
<ul style="list-style-type: none"> ➤ Continue to monitor and refine website, such as adding search capability or document index, for clarity and ease of use 	<ul style="list-style-type: none"> ● HQDA, G-2 website refresh project began in late July 2011 and will continue
<ul style="list-style-type: none"> ➤ Improve frequency of communication to senior leaders and the field; if there is a delay, let them know when they will receive information 	<ul style="list-style-type: none"> ● Plans to conduct Senior Leader VTC with ADCS, G-2 to update readiness to transition
<ul style="list-style-type: none"> ➤ Institute communication flash emails or “G-2 sends” to keep senior leaders and workforce informed 	<ul style="list-style-type: none"> ● Assessment of communication methods underway to identify best ways to update Army DCIPS community ● HQDA, G-2 to encourage DCIPS community to use “Contact Us” email address to close information gaps
<ul style="list-style-type: none"> ➤ Engage with HQDA, G-1 staff including CHRA and CPAC staff through teleconferences and face-to-face meetings more frequently to solicit feedback and exchange ideas on HR challenges 	<ul style="list-style-type: none"> ● HQDA, G-2 conducted multiple teleconferences with G-1/CHRA/CPAC staff to discuss challenges and solutions of DCIPS implementation



Stakeholder Involvement, Outreach and Communication continued



Recommendation/Responsibility	Actions
<ul style="list-style-type: none"> ➤ Provide Army-specific sustainment training for new employees and military supervisors through CHRA as part of onboarding processes 	<ul style="list-style-type: none"> ● Sustainment training being prepared by USD(I) for rollout beginning in Fall 2011
<ul style="list-style-type: none"> ➤ Update the workforce with information and guidance related to transition as soon as it is available 	<ul style="list-style-type: none"> ● Transition Toolkit to be released in phases
<ul style="list-style-type: none"> ➤ Provide HQDA, G-1 staffs including CHRA, CPAC and command G-1s with information for transition to grades to ensure consistency in pay setting and other applications of HR policy 	<ul style="list-style-type: none"> ● IPMO issued guidance to G-1/CHRA/CPAC as soon as available as a result of FY2010 NDAA ● Continue to issue pay setting and other HR guidance to all stakeholders



Workforce Quality



Recommendation/Responsibility	Actions
<ul style="list-style-type: none"> ➤ Institute frequent analysis of workforce data to track potential issues related to recruitment and retention 	<ul style="list-style-type: none"> ● Continue to support workforce planning efforts for G-2 through <i>Civilian Strategic Workforce Planning and Enterprise Competency Management</i> for intelligence occupations
<ul style="list-style-type: none"> ➤ Identify potential employees who might be at risk for leaving organization and involve senior leaders to help address challenges 	<ul style="list-style-type: none"> ● Continue to support workforce planning efforts for G-2 through <i>Civilian Strategic Workforce Planning and Enterprise Competency Management</i> for intelligence occupations
<ul style="list-style-type: none"> ➤ Use succession planning to ensure knowledge transfer of highly critical occupations 	<ul style="list-style-type: none"> ● Continue to support workforce planning efforts for G-2 through <i>Civilian Strategic Workforce Planning and Enterprise Competency Management</i> for intelligence occupations ● Explore the use of the Office of the Director of the National Intelligence employee exit survey



Army DCIPS Program Evaluation

WAY AHEAD



Moving to FOC Evaluation Strategy



- Validate IOC Army DCIPS Evaluation Framework design and methodology as appropriate to move to periodic FOC future evaluations
- Consider selecting dimensions from Army DCIPS Evaluation Framework where challenges still exist (e.g., Diversity, Fairness, and Transparency) for future evaluations
- Validate selection of additional dimensions with senior leadership and IPMO SMEs



Moving to FOC Evaluation Strategy continued

DCIPS
INTERIM

- Review availability of data sources and use existing data from reliable sources, such as results of recent *Army Civilian Attitude Survey*, *IC Climate Survey*, and USD(I) surveys and initiatives
- Continue to monitor views of senior leaders and workforce through informal means, such as VTCs, town halls, and brown bag meetings
- Obtain human resource performance measures as needed through G-1/CHRA to help monitor impact of DCIPS on workforce