



TAPES/AWARDS TIGER TEAM

FINAL RECOMMENDATIONS

for

TAPES and AWARDS

15 July 2002



TAPES/AWARDS TIGER TEAM

- **Agenda:**
 - **Background**
 - **TAPES/Awards Tiger Team**
 - **IG Assessment Concerns - TAPES/Awards**
 - **Recommended Actions:**
 - **Tiger Team Actions**
 - **CSH Actions**
 - **ESC Actions**
 - **Chief of Staff Actions**
 - **CG Actions**
 - **Supervisors' Actions**
 - **Employees' Actions**
 - **CAPO Actions**
 - **New Policies**
 - **Tools**



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Background:

- **Tiger Team Initiated at CG request based on the IG Assessment results.**
- **Team was tasked to identify major concerns and issues of the Total Army Performance Evaluation System (TAPES) and Incentive Awards.**
- **TAPES recommendations provided to ESC members on 20 Dec 01.**
 - **Chief of Staff memo dated 2 Jan 02 asked Cmd Grp/PMs/Dirs to brief their organizations**
- **Mini ESC met on 17 May 02 to discuss and approve:**
 - **Awards process**
 - **Awards Tiger Team Briefing (dated 30 Apr 02)**



TAPES/AWARDS TIGER TEAM

TAPES/Awards Tiger Team

Team Leader: Carolyn Raines, CSH

Members:

Tim Behan, Vern Brann and Les Fullen, Ops Dir

Audrey Beermann, PM WARSIM

Randi Kahl, PM TRADE

Li McCombs, PM ITTS

Elaine Perrin, Command

Bob Raisler and Sheila Laporta, PM CATT

Bill Reese, Les Curless and Ed Arch, E Dir

Arlene Whisner, Kristy Glasenapp, and Maria White, R Dir



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Today:

- ❖ **ESC approval on Mini ESC's and Tiger Team's recommendations and actions**



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IG Assessment Concerns - TAPES/Awards

- (1) Need to evaluate performance fairly
- (2) More recognition for good performance
- (3) Lack of knowledge and distribution of available awards
- (4) Not dealing effectively with poor performers
- (5) Not providing career counseling



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Tiger Team Recommendation for Changes to Policy/Process

Approved Recommendations from the Mini ESC:

- **Revise Standard Operating Procedure (SOP) 672-20 , Award Policy and Procedures for Civilian Employees to incorporate approved recommendations**
- **Create STRICOM Incentive Awards Handbook**
- **Purchase 1001 Ways to Reward Employees for Supervisors/Team Leaders/Managers and PMs/DIRs**
- **Establish Supervisor of the Quarter Award**



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Tiger Team Recommendation for Changes to Policy/Process

Approved Recommendations from the Mini ESC

(Cont'd):

- **Establish a Support Person of the Quarter award for OGA (i.e., Navy and AMCOM) support personnel and support service contractors**

- **Create On-the-Spot No Cost Awards (generic template)**

- **Added change directed by the Mini ESC:**

- **Increase Special Act Award maximum amount from \$500 to \$1000**

- **Establish STRICOM Incentive Awards Board**



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Tiger Team Recommendation for Changes to Policy/Process

Disapproved Recommendations by the Mini ESC

- Increase Command's Cash Award Budget from *1.5% to 3.0%*
- Establish Awards Committee in each Cmd Grp/PM/DIR

Bottomline: Employees desire more recognition. It is not always the responsibility of the command. Team leaders and supervisors need to take more responsibility.



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- **Tiger Team Actions:**
 - **Provide supervisors/employees with Performance Management/TAPES/APMS XXI training (Mar and Jul 02)**
 - **Revise SOP 672-20, Award Policy and Procedures for Civilian Employees (30 Aug 02)**
 - **Develop and distribute STRICOM Incentive Awards Handbook (30 Aug 02)**
 - **Provide supervisors with performance management information on the Web (Hot link by 30 Aug 02)**
 - **Purchase and encourage the application of “1001 Ways To Reward Employees” (May 02)**
 - **Establish Supervisor of the Quarter Award (30 Aug 02)**
 - **Establish a Support Person of the Quarter award for OGA (i.e., Navy and AMCOM) support personnel and support service contractors (30 Aug 02)**



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- **CSH Actions:**

- *Provide training source and schedule training for dealing with poor performers*
- *Provide training source and schedule career counseling training to supervisors, career program managers, and employees*



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- **ESC Actions:**

Establish STRICOM Incentive Awards Board (Mini ESC May 02)

- *Add supervisory TAPES objective for career counseling*

- Reward supervisors/project directors/team leaders who increase use of honorary and non-monetary awards

- Reward supervisor/project director/team leaders who provide recognition for outstanding team efforts

- Present awards at Command Group/PM/Dir staff meetings



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- **CG Actions:**
 - Enforce ALL of the current TAPES/Awards regulations



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- **Chief of Staff Actions:**
 - Request managers brief employees on award recommendations/approvals



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- **Supervisory Actions:**

- Ensure all employees understand what is expected of them up front.
- Define measurable objectives and ensure accomplishments track back to them
- Explain the relationship of objectives and accomplishments to mission and position description
- Conduct periodic reviews of employees' objectives



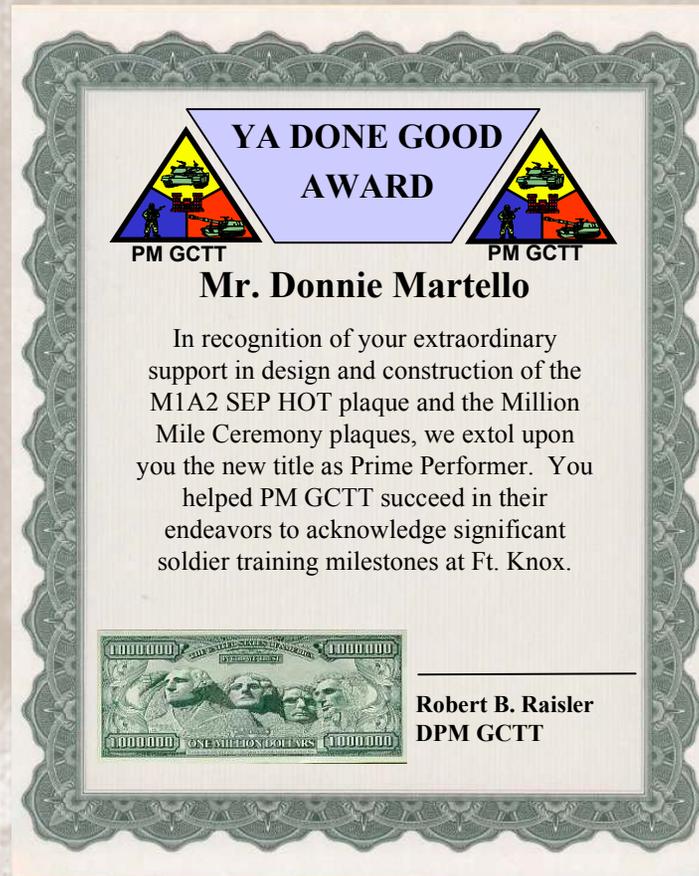
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- **Supervisory Actions (cont'd):**
 - Educate workforce on 1.5% calculation and Cmd Grp/PMs/Dirs internal award process
 - Determine creative ways for recognizing employees
 - Provide career counseling
 - Provide more appreciation on a day-to-day basis
 - Create an awards preference file for each individual



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- **Supervisory Actions (cont'd)**
 - Develop a repository of non-cash and cash awards





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- **Employee Actions:**
 - Work with supervisor to develop performance objectives
 - Take responsibility for career development



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- **CAPO Actions:**
 - Action Plan



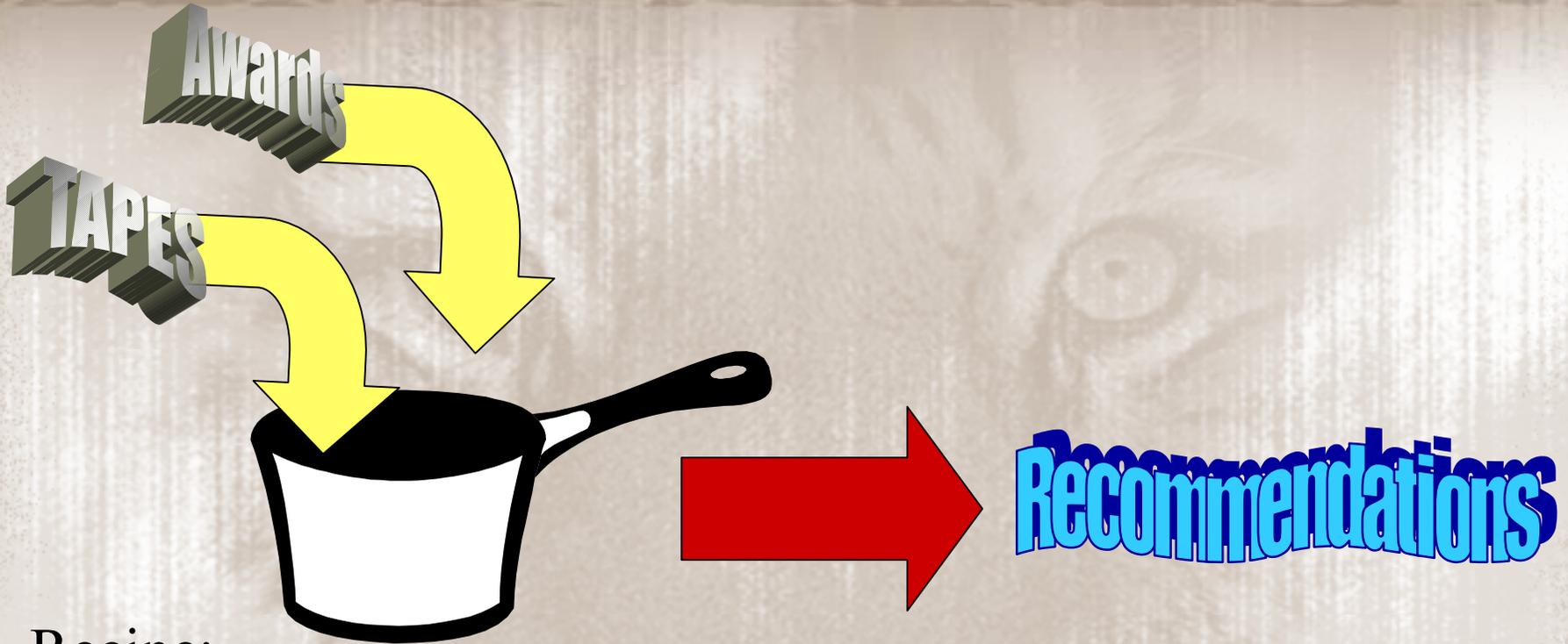
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- **Tools:**

- STRICOM SOP 672-20, Appendix C lists 46 recurring awards
- “1001 Ways to Reward Employees” (Jul 02)
- DA Pamphlet 690-43, “A Supervisor’s Guide to Career Development and Counseling for Career Program Employees” (Hot Link)
- “Addressing and Resolving Poor Performance “ (Hot Link)
- Share the good ideas award on the I drive
- STRICOM Incentive Awards Handbook



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Recipe:

- 1) Conduct TAPES review
- 2) Conduct AWARDS review
- 3) Combine and mix thoroughly
- 4) Bake at 375 degrees for 25 minutes or until recommendations are crisp. Add little decisions, approval, implementation and spread. Enforce over and over again.