

Organizational Assessment of the U.S. Department of the Army Civilian Organizations

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Executive Summary

Ivanov conducted the first organizational study of the Department of the Army based on the Army General Orders—00² in 2008-2009. The study shows that the present organizational roles perform at lower levels of work than comparable Army organizations thirty-years ago. The data demonstrates that *strategic* roles of General Officers and SES³ have dramatically decreased in complexity, and that the present organizations are not setup to operate at strategic levels, leading to stagnation at all levels of the organization.

The data displays a reduction of complexity in all Army roles in the past thirty-years. The analysis that was previously performed by Colonels (COLs) with the assistance of Majors (MAJs) and Lieutenant Colonels (LTCs), currently is performed by Lieutenant Generals (LTGs/3-star General Officers) and Major Generals (MGs/two-star General Officers), with the assistance of SES, COLs, and HQEs⁴. No strategic planning and work is possible because no roles exist in the strategic levels of work.

Most on-site contractor roles are located in the lowest adult work level. The roles of GS- and military-government employees have similarly decreased in complexity. Furthermore, the data reveals that almost forty percent of contractors, civilian, and military employees are bored and feel underemployed (and demoralized). The Army organizations appear to be severely time-compressed, and show no difference in the level of work between GS-14, 13, 12, and GS-7 roles, as well as the roles of contractors.

² The Army General Orders—00 was signed into law on March 9, 2007, by The Honorable Francis J. Harvey, Secretary of the Army, to transform the Army into a properly designed and well-managed organization.

³ Senior Executive Service (SES), Government Executive.

⁴ Highly Qualified Expert (HQE), a new U.S. Government Rank, above GS-15, but below SES.

Army Senior Leaders inherit organizations with hollow parts, self-producing future crises. Because most of the organization is working at the lowest adult level of work, the SES and 2- and 3-star General Officers fill in the middle management roles, leaving the 4-star General Officers and their counter-part political appointees to work at lower levels of work than optimal, normally at least two-levels below than in the 1970s/1980s. The resulting outcomes of these organizational systems are crises unfolding at all levels of the nation.

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