

Workforce Compensation and Performance Service



A Guide to WCPS



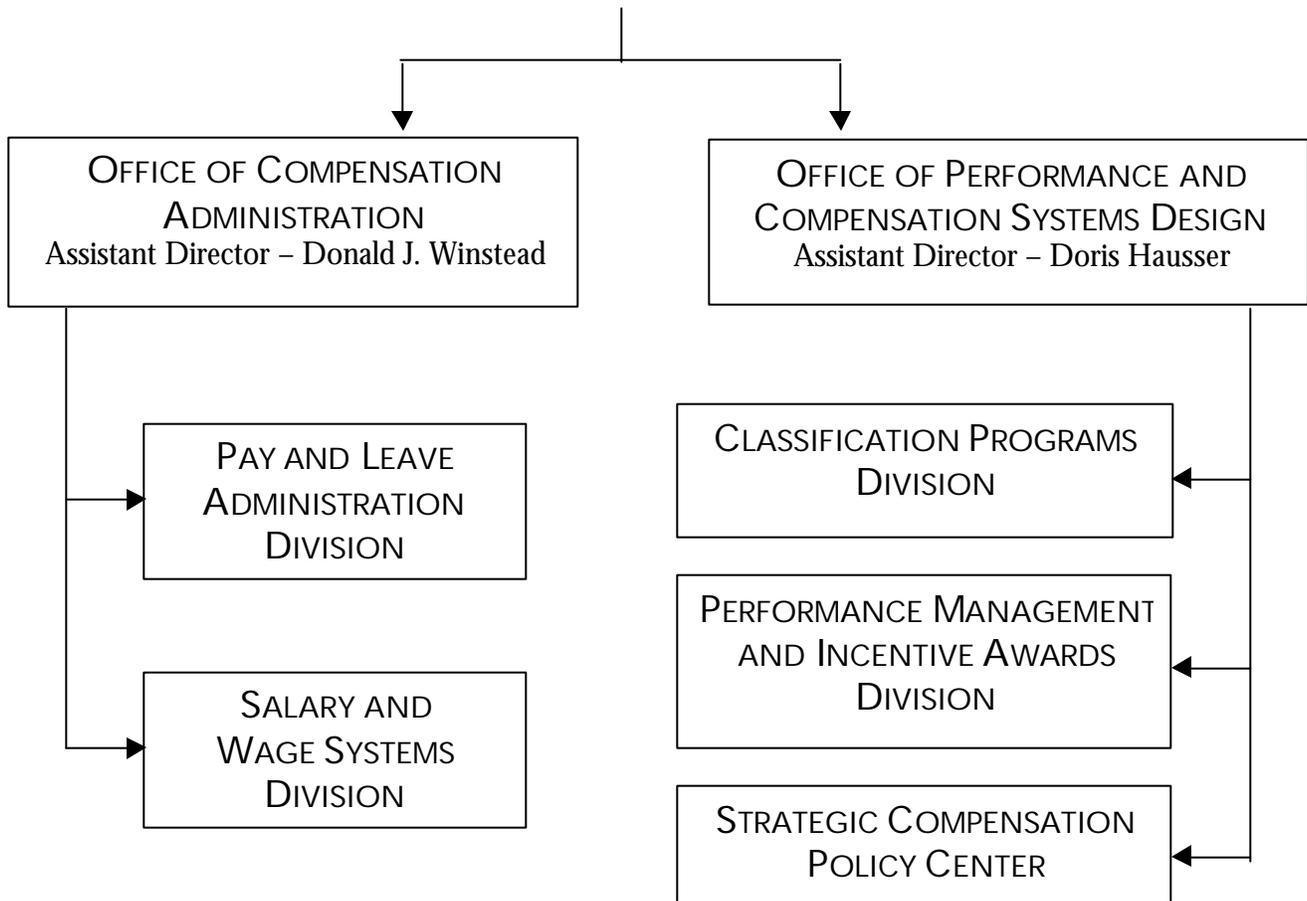
**United States
Office of
Personnel
Management**



Who We Are

WORKFORCE COMPENSATION AND PERFORMANCE SERVICE

Associate Director – Vacant





We are at the forefront of Government initiatives to develop and implement pay and leave policies in support of recruiting and retaining a diverse, high-quality workforce and fostering a family-friendly workplace. We develop Governmentwide policy and provide guidance on issues such as pay and leave administration, work scheduling, overtime and other premium pay entitlements, special salary rates, recruitment and retention payments, and much more.

**Administering pay
and leave policies**

What's Available? Our Web page at www.opm.gov/oca includes numerous guides on Federal pay and leave policies and programs, including:

- The year 2001 pay tables for the General Schedule, the Senior Executive Service, the Executive Schedule, and more than 4000 special rate authorizations
- Fact sheets on:
 - pay
 - annual pay adjustments
 - premium pay
 - work scheduling
 - holidays
 - recruitment and relocation bonuses
 - retention allowances
 - annual and sick leave
 - family and medical leave
 - leave transfer and leave bank programs
- Frequently asked questions and answers on pay and leave policies
- Guidance on scheduling work and granting time off to permit Federal employees to participate in volunteer activities
- Handbook on Alternative Work Schedules
- Guidance on excused absence for employees affected by a major disaster or emergency
- Calculators to compute interest on back pay awards





We offer pay and leave workshops throughout the year in Washington, DC, and around the country. In addition, we will customize the workshops or any other presentations to meet your needs.

- Leave Workshop—“Understanding Federal Leave Systems”
- Pay Workshop—“Pay Administration: Everything You Wanted to Know”

We present sessions on pay and leave administration at Governmentwide conferences, including the annual Symposium on Employee and Labor Relations, the Federal Dispute Resolution Conference, Public Administration Forum seminars and forums, and the Federal Benefits Conference.

What Have We Been Doing?

We established special salary rates for:

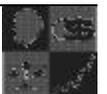
- Information technology (IT) specialists Governmentwide;
- Accountants, attorneys, and examiners at the Securities and Exchange Commission; and
- Patent attorneys, patent examiners, and other patent professionals at the U.S. Patent and Trademark Office.

We are researching and analyzing information from a variety of sources for our comprehensive report to Congress on paid parental leave. The report is due by September 30, 2001.

We issued new fact sheets on:

- Credit hours under flexible work schedules;
- Holidays;
- Sunday premium pay; and
- Adjustment of work schedules for religious observances.

We also issued questions and answers on special salary rates for IT specialists.





**What's
Happening Now?**

We are issuing eight new electronic versions of leave forms that can be completed on-line.

We are providing technical advice to an interagency work group on human resources management issues related to telecommuting and telework programs.

We are continuing work on reaching settlement of the special rates lawsuit that involves back pay for more than 100,000 Federal employees.

We are developing regulations to administer various pay, leave, and premium pay policies, including establishing a new pay system for administrative appeals judges and setting pay for employees of temporary organizations.





We maintain the pay-setting mechanisms for the General Schedule, provide timely information and staff support for the President's Pay Agent and the Federal Salary Council, and administer the Governmentwide systems for setting Federal pay. Working in partnership with the Federal Prevailing Rate Advisory Committee, we develop and maintain pay-setting and pay administration policies for the Federal Wage System. We also administer the nonforeign area cost-of-living allowance program. We provide information and assistance to congressional staff, representatives of foreign governments, and the public on the Federal Government's compensation systems.

**Setting and
adjusting salary
schedules**

What's Available? Our Web page at www.opm.gov/oca includes the following:

- General Schedule pay tables
- General Schedule locality pay area definitions
- The Executive order authorizing pay adjustments for Federal employees
- General facts about the Federal Wage System
- The OPM Operating Manual, Federal Wage System
- A link to the Department of Defense website where Federal Wage System wage schedules are maintained
- Frequently asked questions and answers on Federal Wage System pay administration
- Information on cost-of-living allowance (COLA) rates and survey methodology





What Have We Been Doing?

We worked with the Federal Prevailing Rate Advisory Committee to study and update the geographic boundaries of Federal Wage System wage areas.

We resolved longstanding litigation in the COLA program and have been working to implement the changes to which the parties agreed.

We provided guidance to Federal agencies on implementing a statutory limitation on Federal Wage System pay adjustments for fiscal year 2001.

What's Happening Now?

We are providing technical assistance to decisionmakers as they make recommendations to the President on annual pay adjustments for 2002 and 2003.

We are working with Office of Management and Budget and Bureau of Labor Statistics staff to implement improvements in the survey methodology for the General Schedule locality pay program.

We will soon publish proposed regulations to implement changes in the COLA program required by last year's court settlement. We plan to conduct the first surveys under these new regulations in the summer of 2002. Later this year, we will invite agency and employee organizations to nominate representatives from each of the COLA areas to work with us as we prepare for these surveys.





We maintain and simplify the Federal Government's position classification system by reducing the number of job evaluation guides, developing job family standards, and providing electronic access to classification information through Internet and CD-ROM technology. We work with stakeholders to develop and maintain position classification and job grading standards that reflect current terminology and methods. We identify and meet emerging needs such as guidance for alternative dispute resolution work and managerial work. We conduct workshops, conferences, and focus groups to better communicate with our customers.

**Establishing
the relative
worth of jobs**

What's Available? Our Web page at www.opm.gov/fedclass offers a variety of informative and useful publications and guidelines, including:

- All official position classification and job grading standards and guides
- New draft standards issued for comment
- Introduction to the Position Classification Standards
- Introduction to the Federal Wage System Job Grading System
- Handbook of Occupational Groups and Families
- Classifier's Handbook
- Digest of Significant Classification Decisions and Opinions
- Employee Fact Sheet on Position Classification Appeals

We can answer individual questions regarding the classification system sent to us on email at fedclass@opm.gov.

We present briefings on our plans, studies, and findings to Federal agencies, councils, taskforces, professional associations, and other stakeholders.

We issue updated classification documents on the CD-ROM called Classification, Compensation, and Performance Reference Library (formerly known as HRCd, the Human Resources Compact Disk).





We can provide classification advisories to agencies regarding the correct classification of positions and the proper interpretation of classification concepts or guides.

We periodically offer workshops on a reimbursable basis and advertise them on our Web page. We can also conduct workshops for individual agencies.

What Have We Been Doing?

We developed and circulated two draft standards/guides for agency review and comment.

We established a new occupational group – GS-2200, Information Technology Group – within the General Schedule.

We issued six final job family position classification standards for agency implementation. We developed several of these in close cooperation with Federal interagency councils such as the Chief Information Officers Council, the Chief Financial Officers Council, and the Human Resources Management Council. The six new standards cover:

- Administrative Work in the Human Resources Management Group, GS-0200
- Assistance Work in the Human Resources Management Group, GS-0200
- Professional and Administrative Work in the Accounting and Budget Group, GS-0500
- Assistance and Technical Work in the Medical, Hospital, Dental, and Public Health Group, GS-0600
- Assistance Work in the Legal and Kindred Group, GS-0900
- Administrative Work in the Information Technology Group, GS-2200

We responded to several agency classification advisory requests.

We arranged for and facilitated numerous focus groups in developing and validating draft job family standards.





We established two interagency work groups to:

- Develop a cross-walk between existing occupational series and the Standard Occupational Classification (SOC) framework. The cross-walk identifies full performance and supervisory SOC codes for all General Schedule and Federal Wage System series codes.
- Examine the hazardous material and emergency medical work in the GS-081 Fire Protection and Prevention Series. Factfinding began at selected sites in June 2001.

**What's
Happening Now?**

We are conducting 17 position classification studies, including studies for 13 job family standards covering more than 160 occupational series, 3 Federal Wage System occupations, and 1 functional guide.

We are deleting 32 Federal Wage System occupational series and several General Schedule occupational series to simplify and modernize the Federal classification system.

We are using focus groups, in addition to traditional interviews, to expedite occupational factfinding.

We are implementing a streamlined approach to testing draft classification standards and guides to make better use of limited agency resources.

We are developing broad occupational grade-leveling guides to be used by the Bureau of Labor Statistics in surveying non-Federal jobs for Federal pay setting purposes.

We are continuing a business process improvement study to further streamline the classification standards development process.

We are coordinating our classification standards development studies with the work conducted by OPM's Employment Service to revise qualification standards.





We promote the effective use of employee performance management to help agencies achieve organizational success. We develop policies and provide guidance on best ways to manage the Government's workforce using all the processes of performance management, i.e., planning, monitoring, developing, rating, and rewarding.

Providing leadership and guidance in employee performance management

What's Available? Our Web page, the Performance Management Technical Assistance Center, at www.opm.gov/perform, offers a variety of informative and useful publications and guidelines including:

- Articles from current and past issues of our newsletter *Workforce Performance*
- Publications from our Performance Management Practitioner Series:
 - A Handbook for Measuring Employee Performance: Aligning Employee Performance Plans with Organizational Goals
 - 360 Degree Assessment: An Overview
 - Evaluating Performance Appraisal Programs: An Overview
 - Performance Appraisal for Teams
 - Pass/Fail Assessment: An Overview
 - Improving Customer Service Through Effective Performance Management
- Policy guidance on appraisal and awards, including a comprehensive index to relevant regulations
- Memoranda containing announcements and instructions related to agency administration of performance management and awards programs
- Frequently Asked Questions and Answers on performance management, appraisal, and awards
- Information on how to order Retirement and Career Service Certificates or subscriptions to the *Workforce Performance* newsletter through the Government Printing Office Rider system.





We continue to publish *Workforce Performance*, our periodic newsletter. Articles cover a variety of topics related to employee performance management such as:

- why telecommuting requires topnotch performance management
- using competencies that support effective performance management
- the positive results of accountability
- using performance agreements to improve organizational results

We periodically offer interactive, 1-day workshops in Washington, DC, and around the country. We advertise them on our Web page and provide them on a reimbursable basis. We can also conduct the workshops for individual agencies. Currently available workshops include:

- Basic Performance Management
- Measuring Employee Performance
- Understanding Awards

We provide briefings for agencies, conferences, and stakeholder groups on a wide variety of topics related to performance management.

What Have We Been Doing?

The Performance Management Clearinghouse is installed and fully operational. We continue to accept submissions and post information about performance management programs, processes, and practices that have worked well for a variety of Federal agencies. The Clearinghouse provides a wealth of performance management-related information. Go to our Web page at www.opm.gov/perform to access clearinghouse information and find out how you can contribute to and retrieve information from this automated information-sharing source.

During the past year, we created our Customer Satisfaction Survey to obtain feedback from our customers about our Web page at the Performance Management Technical Assistance Center at www.opm.gov/perform.

We are developing guidance on how to write performance plans for managers using the balanced measures of organizational results, customer satisfaction, and employee perceptions of the workplace.





**What's
Happening Now?**

We continually review and analyze feedback received from our customer survey in search of ways to enhance the usefulness of our Performance Management Technical Assistance Center.

We are preparing guidance on the use of referral bonuses. A referral bonus allows Federal employees who refer job applicants for vacant positions to receive an award. Federal agencies can use the incentive awards authority under part 451 of title 5, Code of Federal Regulations, to establish referral bonus programs. The guidance will include possible criteria for agency referral bonus programs and provide models for how such programs might operate.

We continue to showcase successes in employee performance management through the OPM Director's PILLAR Award. PILLAR stands for **P**erformance, **I**ncentives, and **L**eadership **L**inked to **A**chieve **R**esults. We will announce the second annual PILLAR Award recipients at the Strategic Compensation Conference 2001.





Under the Strategic Compensation Initiative, our goal is to create a flexible, competitive, and performance-oriented compensation environment that supports a client-centered, results-oriented, and market-based Government that uses strategic rewards and compensation effectively to recruit, manage, and retain the human capital Federal agencies require to meet current and future challenges. We are working to structure Federal compensation systems in ways that will help each agency meet its strategic goals.

**Envisioning
the future**

What's Available? Our Web page at www.opm.gov/strategiccomp offers an overview of our Strategic Compensation Initiative and a timeline describing the evolution of Federal white-collar compensation systems. We use our Web page to keep you informed about issues, our research, and the progress of the Strategic Compensation Initiative.

We are available to do briefings at agency conferences, staff meetings, and other venues where we can inform you about our current activities and about issues and challenges we see emerging on the compensation horizon.

We are available to conduct focus groups to explore your agency's views on compensation issues and to determine which elements of the current compensation structure are most useful or could be improved to help you recruit, manage, and retain a talented workforce.

**What Have We
Been Doing?**

We have been gathering views throughout the Federal community and working with Federal stakeholders to assess the implications of bringing new compensation practices into the Federal system.

To help stakeholders examine and gauge the usefulness of new compensation tools, we have researched and built an extensive database of compensation practices outside of the title 5 system. We have looked at practices in non-title 5 Federal agencies, in the private sector, in State and local governments, and in foreign governments.





What's Happening Now?

As a principal feature of the Strategic Compensation Initiative, we have been convening workgroups of stakeholder representatives and OPM staff to assess possible improvements in Federal compensation practices. Each workgroup focuses on one of seven compensation components:

- Pay structure-setting and adjustment
- Job/work evaluation
- Variable pay
- Performance management
- Pay progression strategies
- Premium/special pay
- Paid time off (leave)

OPM staff provides history, background, and research information to the workgroups. Each workgroup shares observations about new compensation practices that might fit with principles of Federal employment and be useful within the Federal compensation environment.

We are working closely with OPM leadership to advance appropriate policies and practices that will enhance the compensation tools that agencies can use to achieve their strategic goals and objectives.



How To Reach Us



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