

# NETL's Performance Management and Awards System



*Strategic Compensation  
Conference 2002*

*August 27, 2002*

*Ellen Harris Baliker  
Human Resources Division*

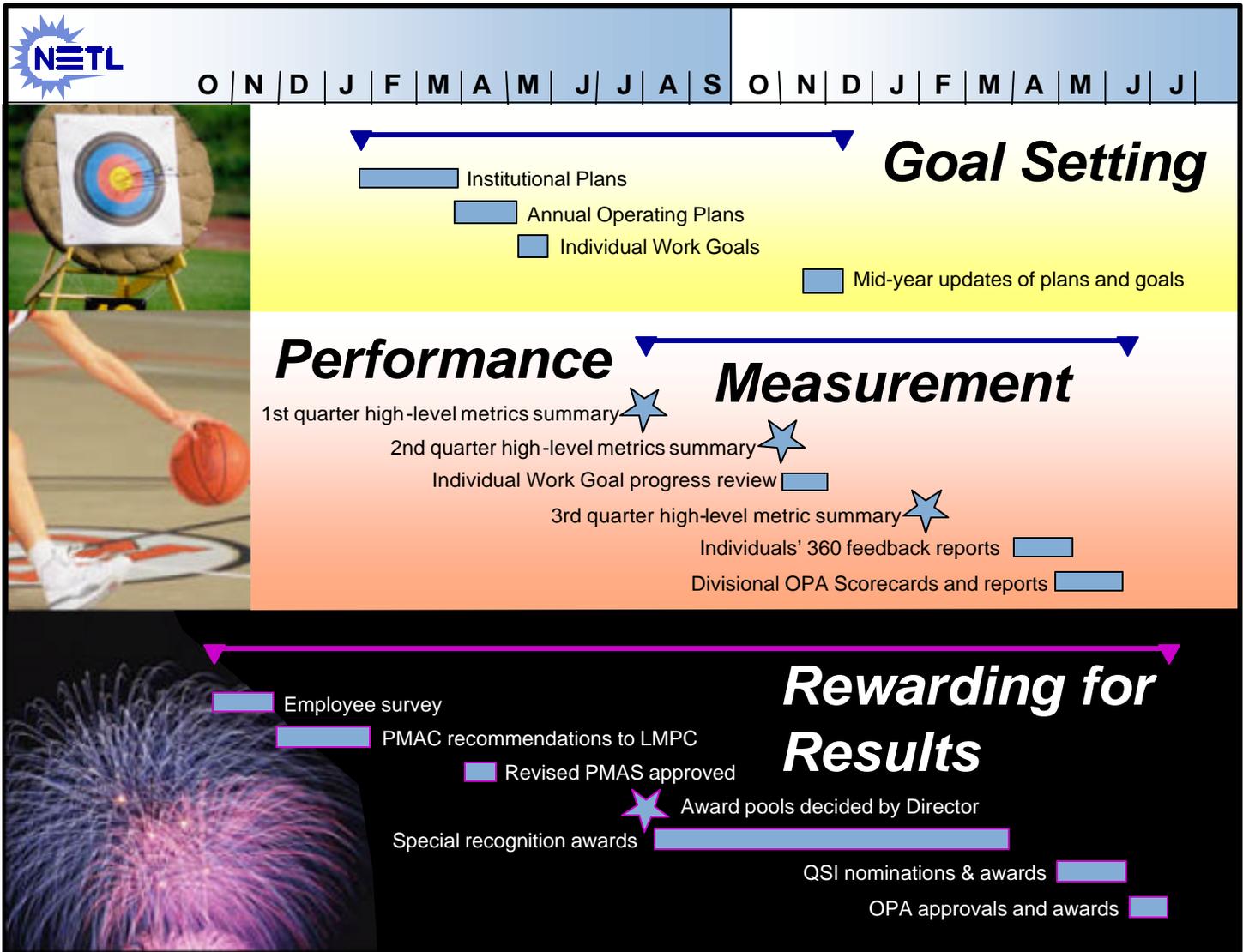
**National Energy Technology Laboratory**



[www.netl.doe.gov](http://www.netl.doe.gov)



# NETL PMAS Process



# National Energy Technology Laboratory



- **One of DOE's 17 national labs**
- **Government owned / operated**
- **Sites in:**
  - Pennsylvania
  - West Virginia
  - Oklahoma
  - Alaska
- **More than 1,100 federal and support contractor employees**



# Our Mission

- Resolve the environmental, supply, and reliability constraints of producing and using fossil resources
- Support development and deployment of environmental technologies to remediate DOE's weapons complex



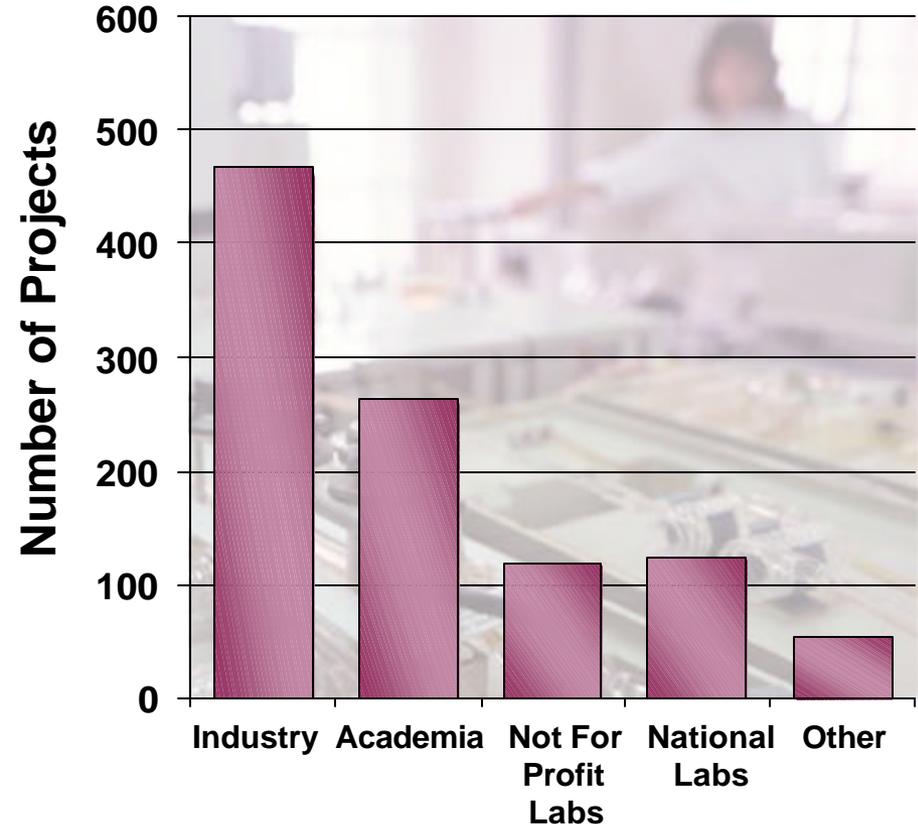
# What We Do

- Shape, fund, and manage extramural RD&D
- Conduct onsite research
- Support energy policy development

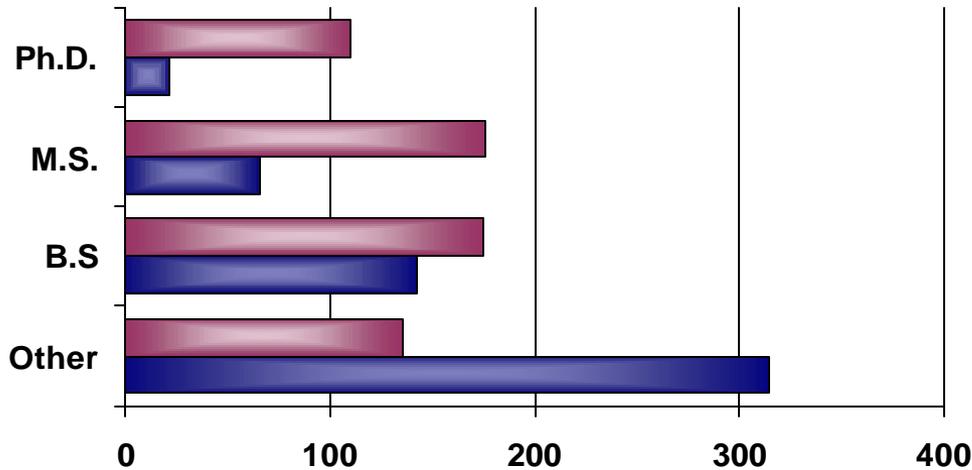


# Shape, Fund, and Manage Extramural RD&D

- **1,100 research activities in all 50 states and several foreign countries**
- **Total award value \$6.6 billion**
- **Private sector cost-sharing of \$2.2 billion**
  - Leverages DOE funding
  - Ensures relevance
  - Accomplishes mission through commercialization

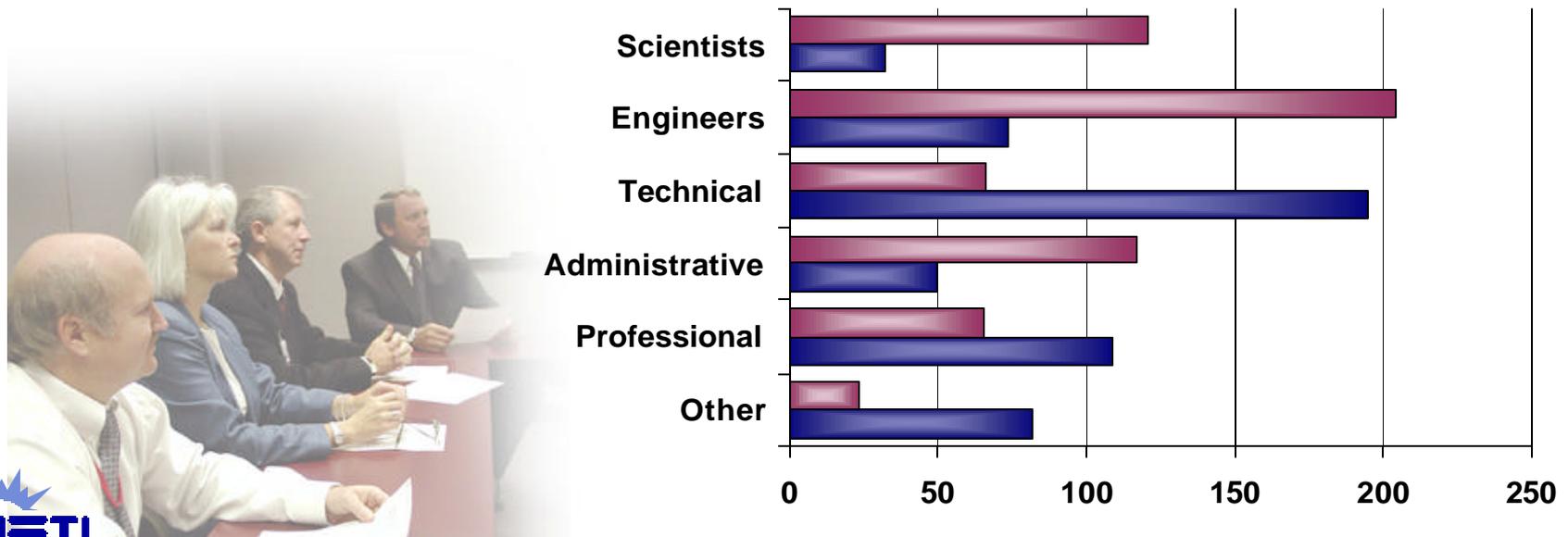


# A Well-Trained Workforce



*Workforce (12/31/01)*

■ 596 Federal Employees  
 ■ 542 Onsite Contractors

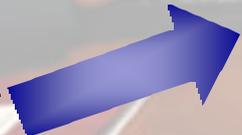


# New Challenges, New Opportunities

**MECC**



**PETC**



**FETC**

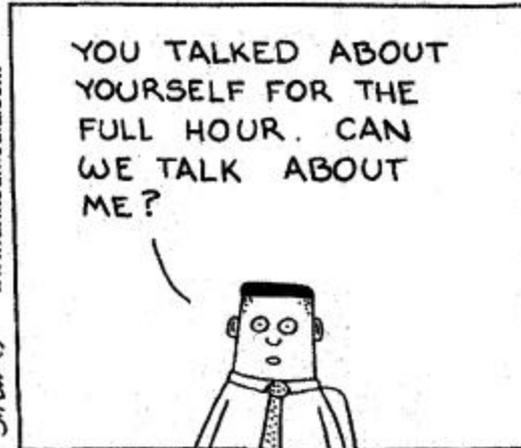


**NETL**



**DILBERT**

BY SCOTT ADAMS



# The Journey

- In 1993, part of our organization, implemented a formal 360 feedback system with the five-level performance system
- This system was designed by a process improvement team during the TQM initiative
- This process improvement team became the Performance Management and Award Committee (PMAC) which oversees performance management and award policy
- The PMAC is sponsored by the Labor Management Partnership Council (LMPC)



# Performance Management and Award Committee (PMAAC)

## *FY02 Members*

*John Augustine*, Contract Specialist, Office of Business & Logistics

*Ellen Harris Baliker*, Human Resources Specialist, Office of Business & Logistics

*Gary Covatch*, Project Manager, Office of Project Management

*Jan Hogler*, Director Financial Management Division, Office of Business & Logistics

*Rich Killmeyer*, Research Scientist, Office of Science & Technology

*Dale Schmidt*, Technical Advisor, Office of Strategic Center for Natural Gas

Advisor:

*Donna Tamilya*, Human Resources Specialist

Sponsors:

*Larry Kisner*, Union President, AFGE Local 1995, Office of Science & Technology

*Ann Dunlap*, Paralegal Specialist, Office of Chief Counsel



# Design and Implementation

- **Merger of the two centers motivated a much-needed improvement in cross-organizational teaming**
- **The PMAC pioneered an employee-driven Team Award**
- **In September 1995, NETL was one of the first organizations to implement a pass/fail rating system with 360 degree feedback**

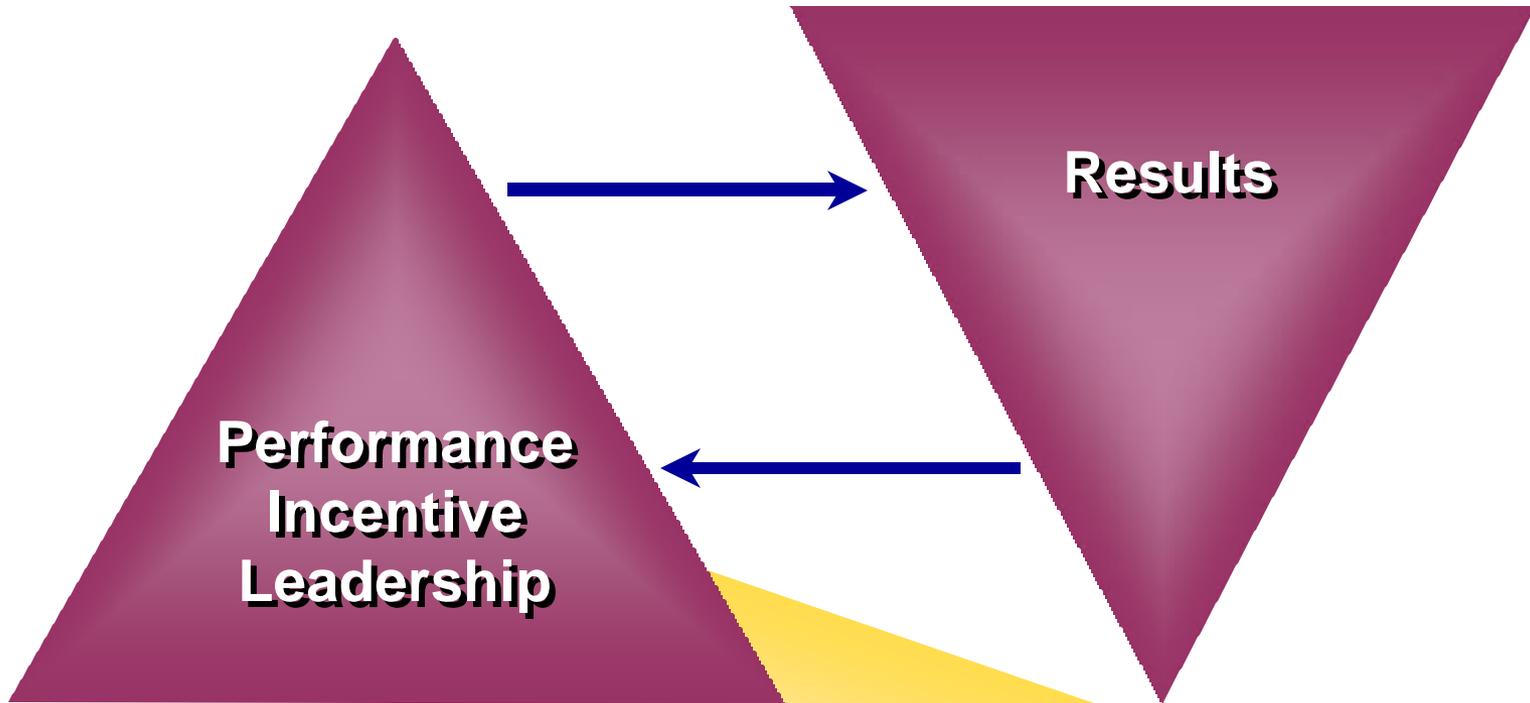


# Revolution in Accountability

- **NETL has shifted its focus to the challenges of the Government Performance and Results Act (GPRA)**
- **Establish accountability at the employee level**
- **Measure results achieved not only in programmatic responsibility but also key administrative requirements**
- **Establish an operating plan scorecard**
- **Spotlight link between employee and productivity**



# Organizational Success



## NETL's PMAS

- Goal setting
- Performance measurement
- Rewarding results



# An Integrated Planning Process



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# **Align Employee Performance with Strategic Goals**

- **Improve the link between individual performance and organizational results**
- **NETL has a schedule for cascading from Institutional and Business Plans, to Office Operation Plans, to Division Operation Plans**
- **Employees must align their Individual Work Goals (IWG) with these formal Plans**



# Align Employee Performance with Strategic Goals

- Each Individual Work Goals (IWG) will identify the primary stakeholder (leader, sponsor, manager, supervisor, etc.)
- Employees must choose 1-5 IWGs, with a minimum of two different stakeholders; supervisors will be on the rating team whether they are a stakeholder or not



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# Elements and Standards

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- **Element 1 – JOB PERFORMANCE**
    - Achievement of Work Results
    - Quality of Work Results
    - Responsibility and Accountability
    - Integrated Safety Management

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# Elements and Standards

## 2

- **Element 2 – ORGANIZATIONAL VALUES**
  - Focus on Stakeholders
  - Commitment to NETL Excellence
  - Working Together



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# Elements and Standards

# 3

- **Element 3 – INTERPERSONAL SKILLS**
  - Professionalism
  - Communication

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# Elements and Standards

# 4

- **Element 4 (SUPV. ONLY) – SUPERVISORY RESPONSIBILITY/LEADERSHIP**
  - Management
  - Leadership

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# Performance Measurement

- In 2002, NETL changed from a formal software-driven 360-feedback system to an informal feedback system
- Uses the back of the work goal form to gather feedback at the individual level



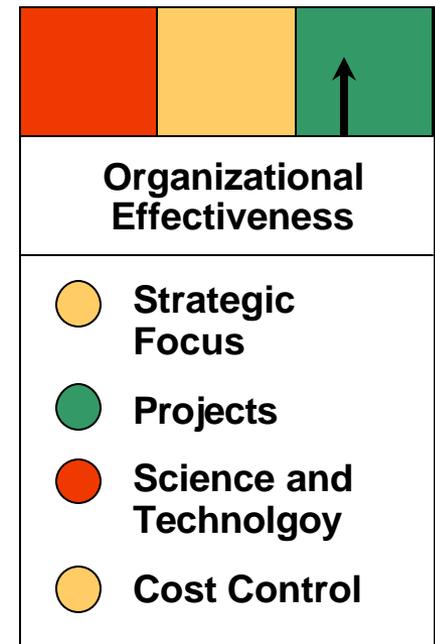
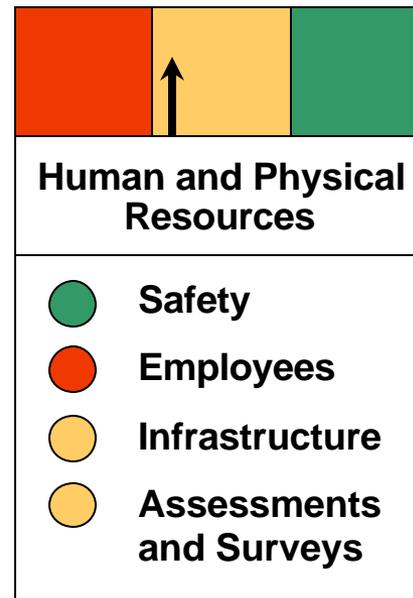
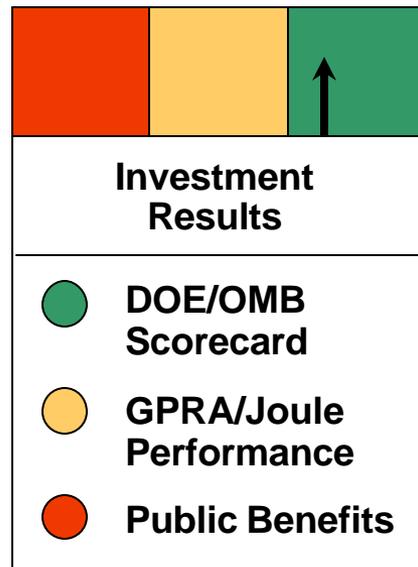
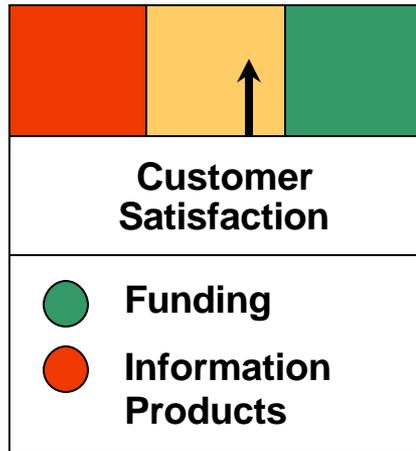
# High-Level Metrics

- **Performance measurement parameter are incorporated into a “dashboard” to improve focus on the most critical performance trends**
- **The instrument panel is used for steering the organization**
  - Green indicates expectations are being met
  - Yellow raises caution
  - Red triggers management attention



# Performance Measurement

## *“Dashboard” Improves Focus on Most Critical Performance Trends*



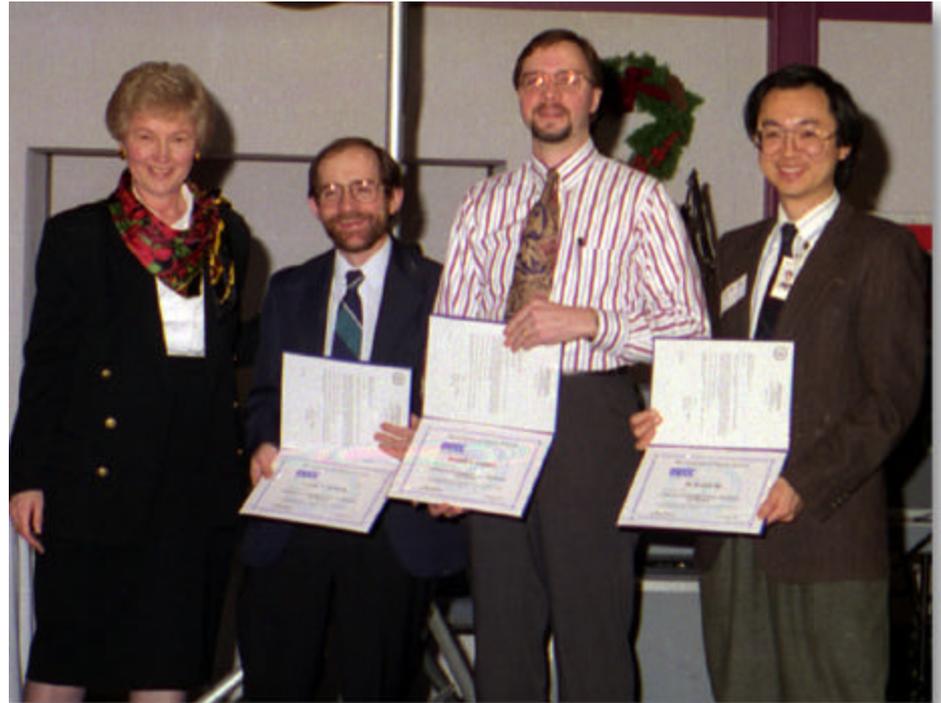
# Organizational Performance Report

- **Year-end results of Organization's performance towards set metrics**
- **Documentation used by AD to determine if metric was met or not**
- **The report:**
  - Documents how metrics were met
  - Allows organizations to present extenuating circumstances which precluded them from meeting a metric
  - Compilation of required quarterly reports from Intranet



# Rewarding for Results

- **Organizational Performance Award**
- **Special Recognition Award**
- **Time Off Award**
- **Quality Step Increase**



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# Summary

- **NETL PMAS features:**
  - Balance, simplicity, flexibility, fairness, inclusiveness, opportunity, defined roles
- **Resulted in:**
  - Improved goal setting and accomplishment, organizational discipline, employee satisfaction, accountability, tangible rewards
- **“THAT WHICH GETS MEASURED, GETS DONE!”**

