



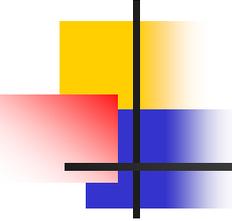
Performance Management Update

Barbara Colchao

Performance Management and
Incentive Awards Division

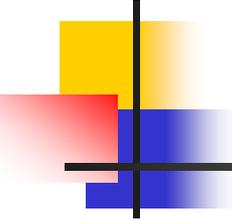
August 27-28, 2002

Strategic Compensation Conference 2002:
Managing Human Capital Through Pay, Classification, and Performance



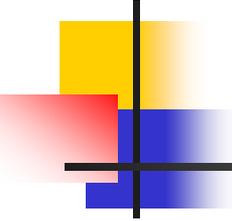
Topics Covered

- Focus on Performance
- Performance Culture
- Recent and Upcoming Projects
- Data, Data, Data
- OPM Director's PILLAR Award



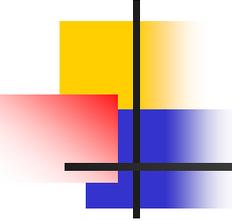
Focus on Performance

- President's Management Agenda
 - Building a Government that is
 - Citizen-centered
 - Results-oriented
 - Market-based
- Human Capital on GAO's High Risk List
- OMB's Human Capital Scorecard



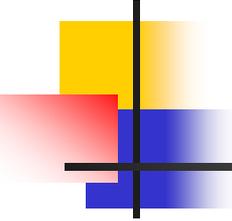
Focus on Performance

- Voinovich Human Capital Working Group
- Draft legislation (S. 1603) proposes studying processes for dealing with poor performers
- Volcker Commissions' 9 areas of concern include "Addressing the Poor Performer Problem"



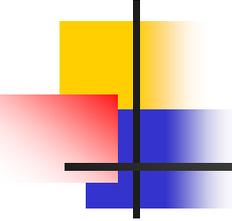
Performance Culture

- Create a culture that motivates employees for high performance, based on their contribution to the work of the organization, and common values while ensuring fairness in the workplace



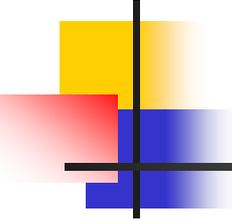
Characteristics of a Good Performance Culture

- Strong performance appraisal programs
- Deal effectively with poor performers
- Strong recognition programs
- Strong diversity program
- Positive labor-management environment
- Environment that makes employees feel valued for their contributions



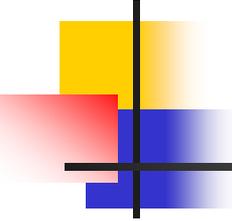
Strong Performance Appraisal Programs

- Clear, results-focused elements and standards aligned with organizational goals
- Standards are measurable, observable or verifiable
- Standards make clear distinctions among performance levels



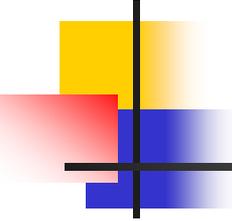
Deal Effectively with Poor Performers

- Clear, results-focused elements and standards
- Feedback is sooner rather than later
- Management support
- Use the probationary period



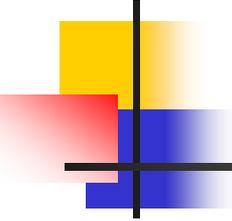
Strong Recognition Programs

- Reward what you value
- Recognize top performers
 - Align with organizational goals
 - Make distinctions
- Celebrate success



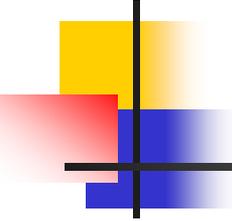
Strong Diversity Program

- Create an environment that values diversity
- Reflect the diversity in our society
 - Design effective affirmative action policies and plans
 - Analyze workforce demographics
 - Identify and address gaps in representation
- Communicate plans and policies



Positive Labor-Management Environment

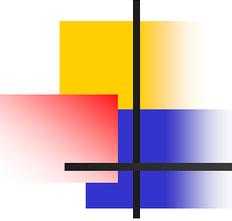
- Engage employees
- Create synergy through common goals
- Communicate early and often
- Keep unions in the information loop



OPM Resources

- Performance Management
 - Performance Management Technical Assistance Center
 - www.opm.gov/perform

- Poor Performers
 - Resource Center for Addressing and Resolving Poor Performance
 - www.opm.gov/perform/poor



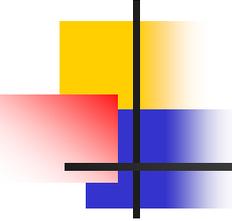
OPM Resources

■ Diversity

- Building and Maintaining a Diverse, High-Quality Workforce
- www.opm.gov/diversity/guide.htm

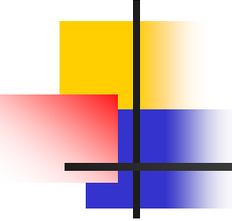
■ Labor-Management Relations

- Labor Management Relations Advisories
- www.opm.gov/lmr/advisory/index.htm
- Significant Cases in Federal Employee and Labor Relations
- www.opm.gov/lmr/sc



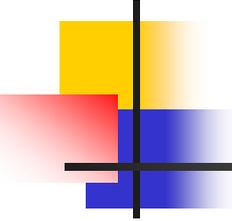
Recent and Upcoming Projects

- Plain Language Regulations
- New Awards Calendar
- Developing Performance Plans for Managers
- Rating Data Review



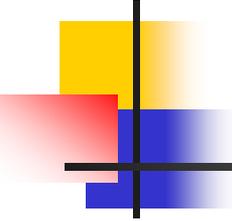
Plain Language Regulations

- OPM-wide effort to revise title 5, Code of Federal Regulations
- Put personnel regulations in plain language
- Update and clarify current regulations
- Revisions to 430 and 451



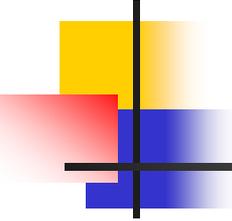
Appraisal Regulations

- Clarify implicit requirements and policies
- Codify established requirements
- Acknowledge focus on results-oriented elements and standards based on balanced measures
- Amplify importance of monitoring performance, both formally and informally



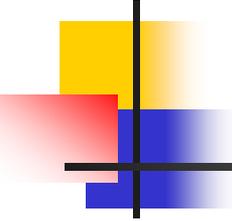
Employee Awards Regulations

- Codify non-monetary awards criteria
- Codify established requirements
- Clarify implicit requirements and policies
- Create separate subpart for Presidential Ranks, published as interim regulations mid-August



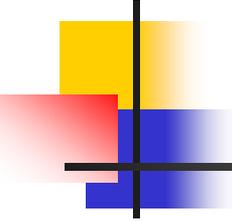
New Awards Calendar

- Previously published as back page of *Workforce Performance*
- Now available electronically
 - Awards listed alphabetically
 - Awards listed by nomination dates
- Let us know of any awards you want listed
- <http://www.opm.gov/perform/honorawd.htm>



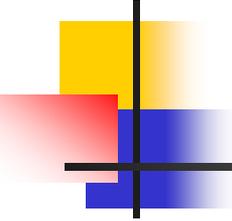
Developing Performance Plans for Managers

- A handbook for measuring managerial performance
- Based on *Handbook for Measuring Employee Performance*
- Looks at measuring various aspects of managerial performance
- Includes basing critical element on work unit results



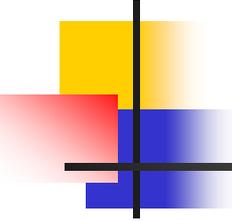
Rating Data Review

- More data requests to support analysis of performance culture
- Accuracy issues with rating data as reported to CPDF
- Three fields of data required
 - Rating level
 - Rating pattern
 - Rating period



Rating Data Review

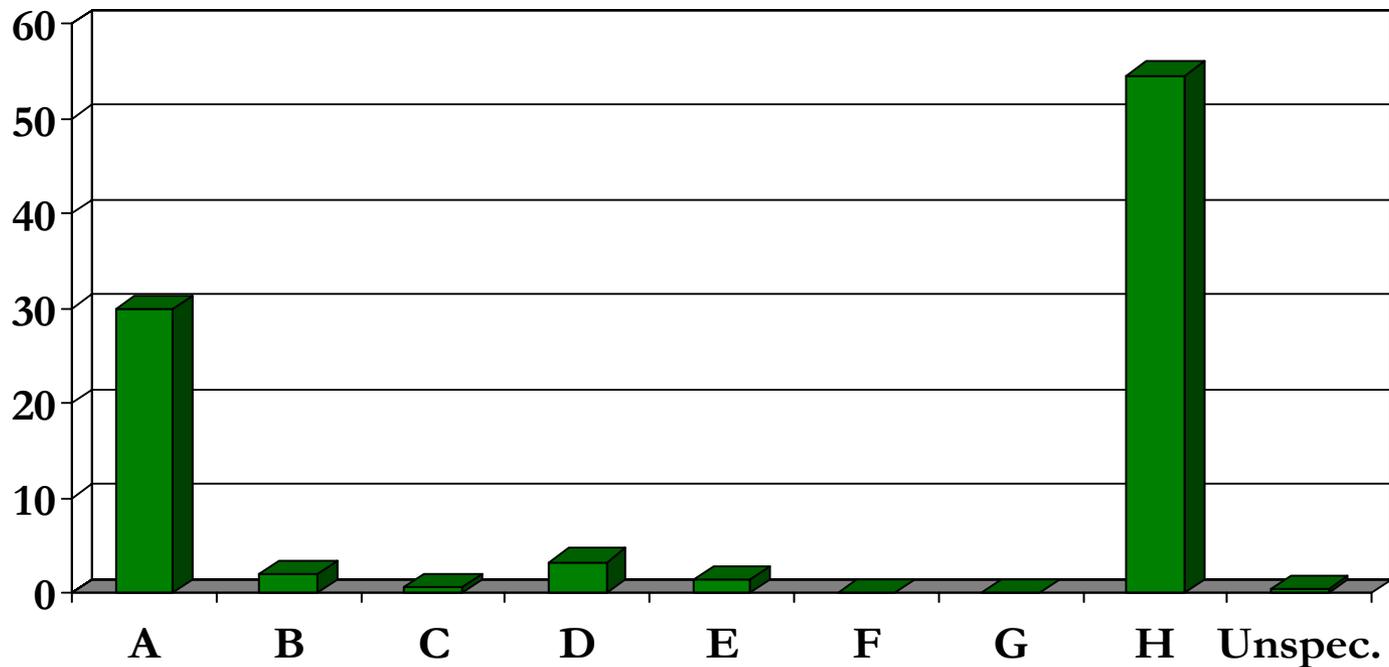
- Reporting rating patterns still questionable
- Rating timeliness looks bad
- Need agencies to verify data accuracy
 - Share current data with agencies
 - Identify any discrepancies
 - Seek solutions
 - Improve data accuracy



Data, Data, Data

- Ratings Distributions
- Ratings Timeliness
- Cash Awards Spending
- Time Off Awards Usage

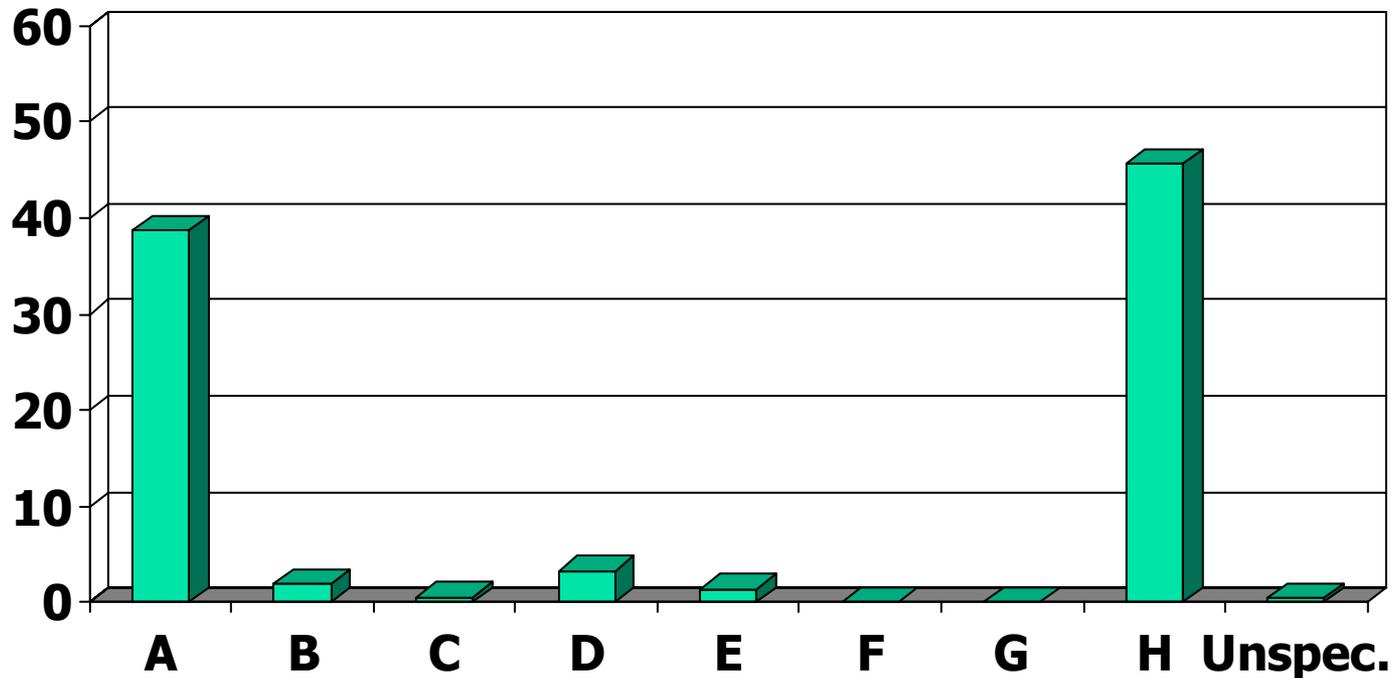
Rating Pattern Distributions



■ Governmentwide, non-SES

Source: Central Personnel Data File
status files for December 2001

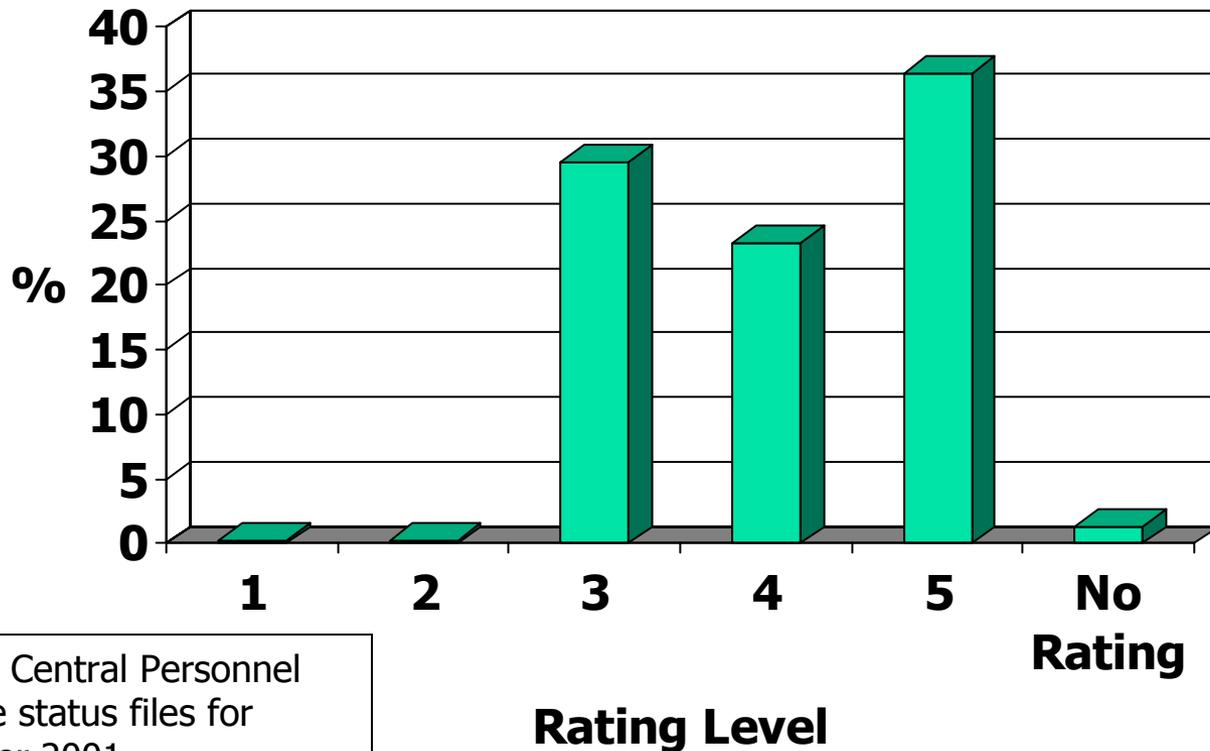
Adjusted Ratings Distributions



Governmentwide, non-SES

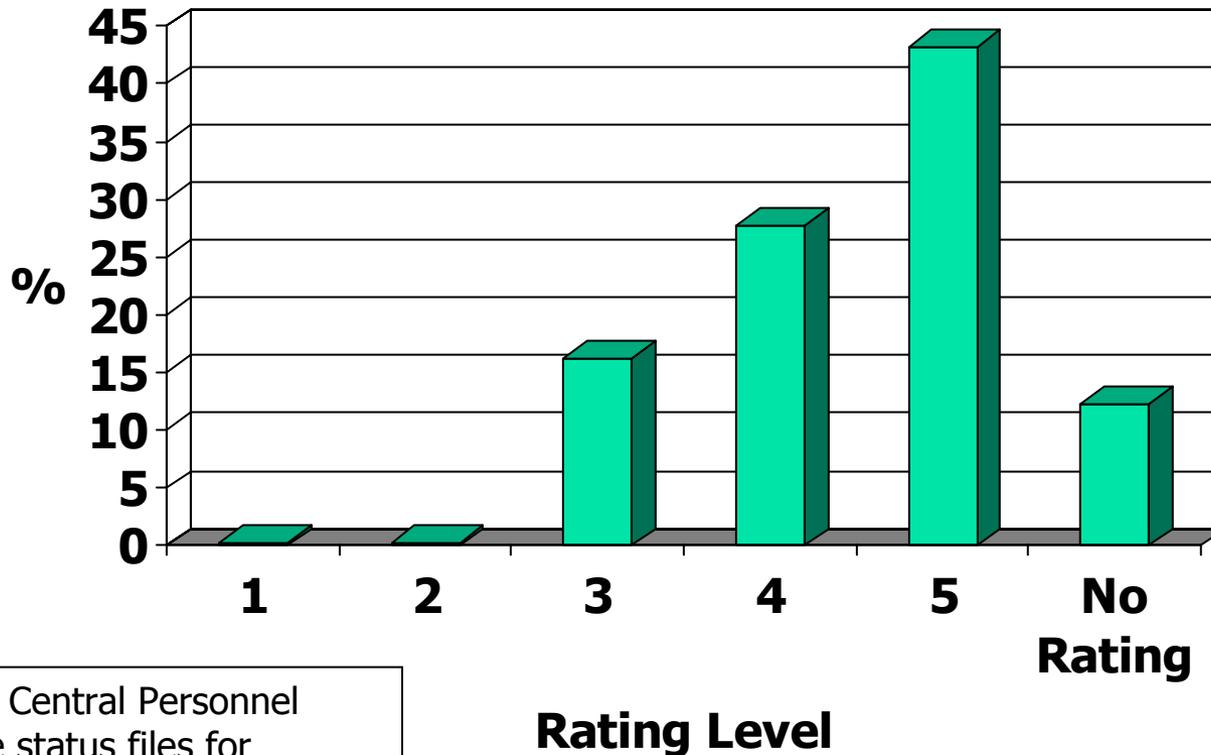
Source: Central Personnel Data File status files for December 2001

Pattern H Rating Level Distribution



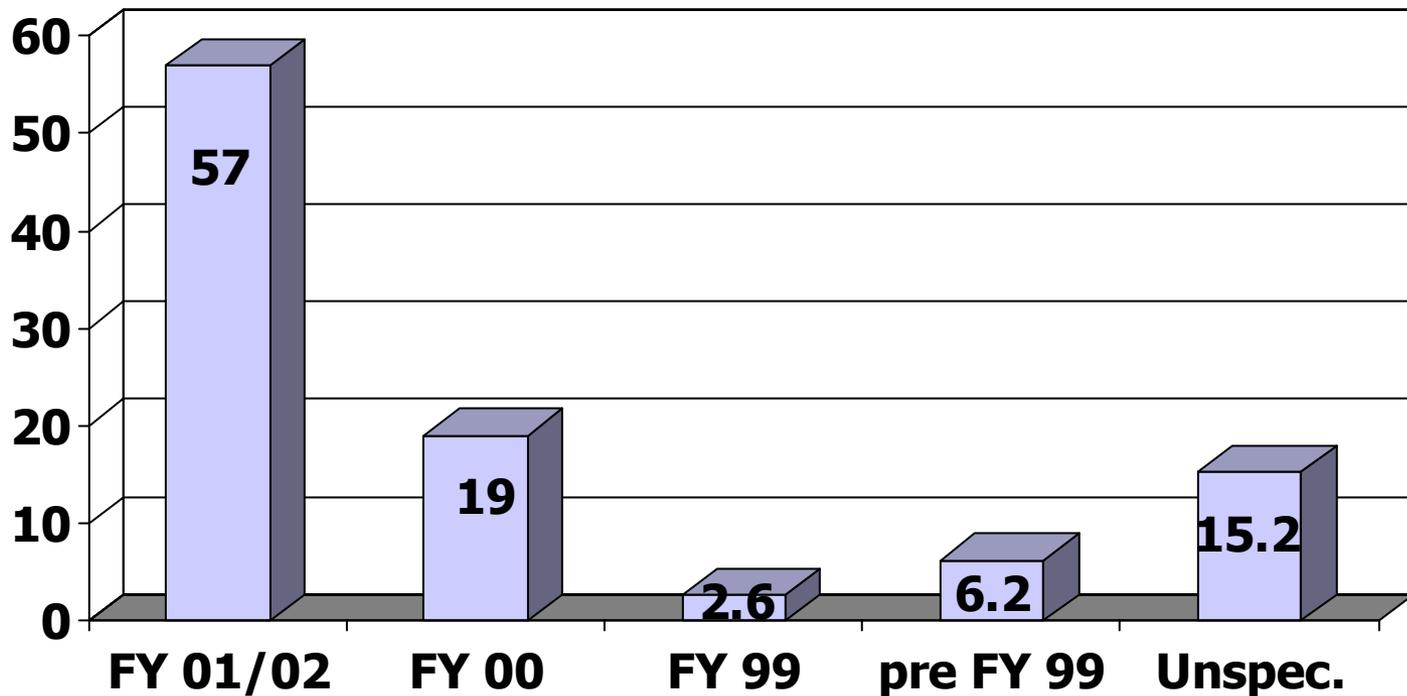
Source: Central Personnel
Data File status files for
December 2001

Corrected Pattern H Rating Level Distribution



Source: Central Personnel
Data File status files for
December 2001

Rating Period Distributions



Data Source:
CPDF Dec 2001

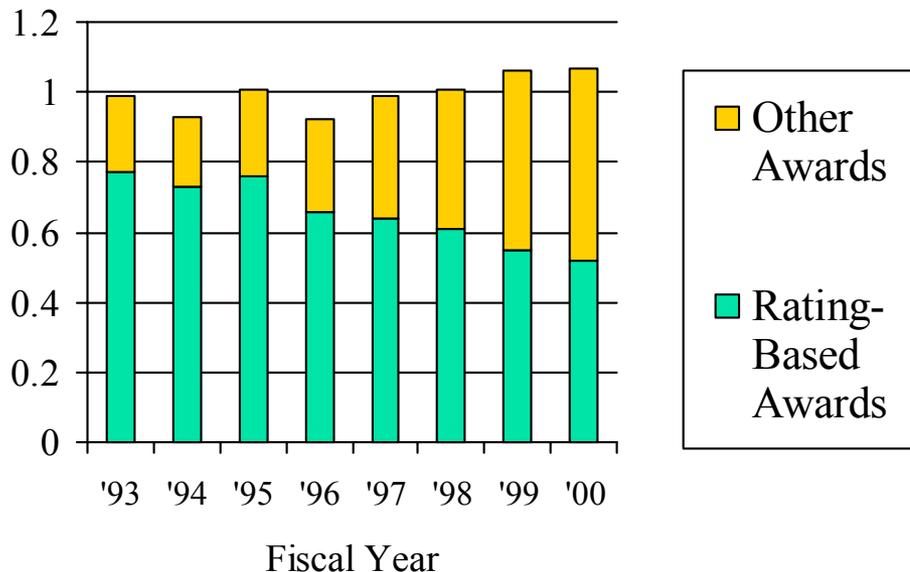
Rating Period

August 27-28, 2002

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Cash Awards Data

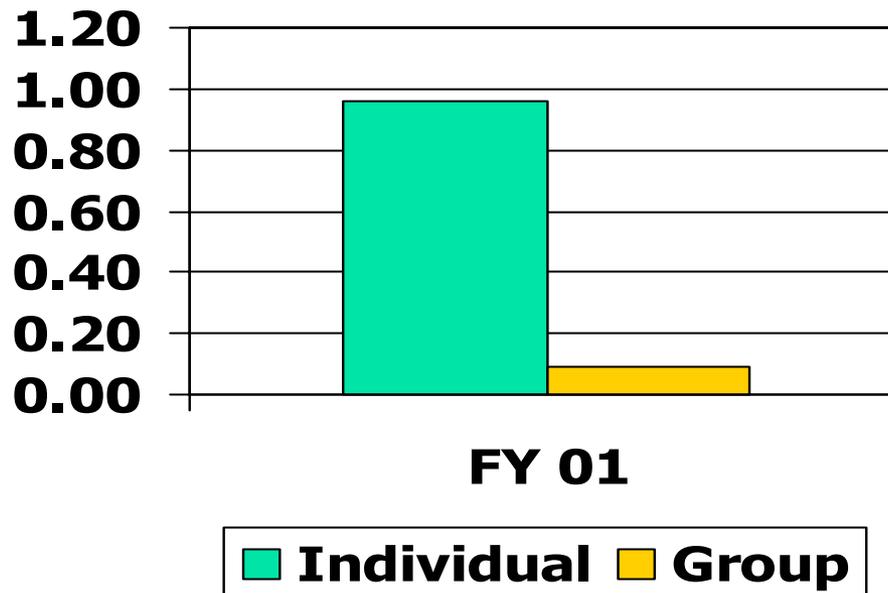
Spending as a Percent of Total Salaries



- Other Awards include Special Act or Service, Suggestion, Gainsharing, and other Awards
- Source: *Workforce Compensation and Performance Service, Incentive Awards Program databases and Annual Reports.*

New Cash Awards Data

Spending as a Percent of Salaries

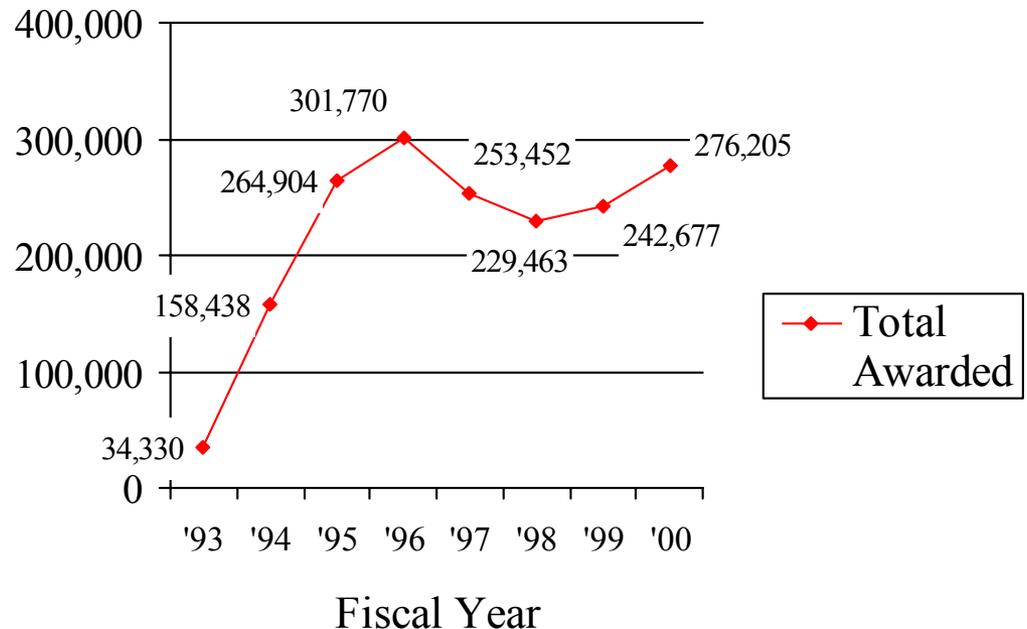


■ Source: *Central Personnel Data File. December 2001 dynamics file*

Time Off Awards Data

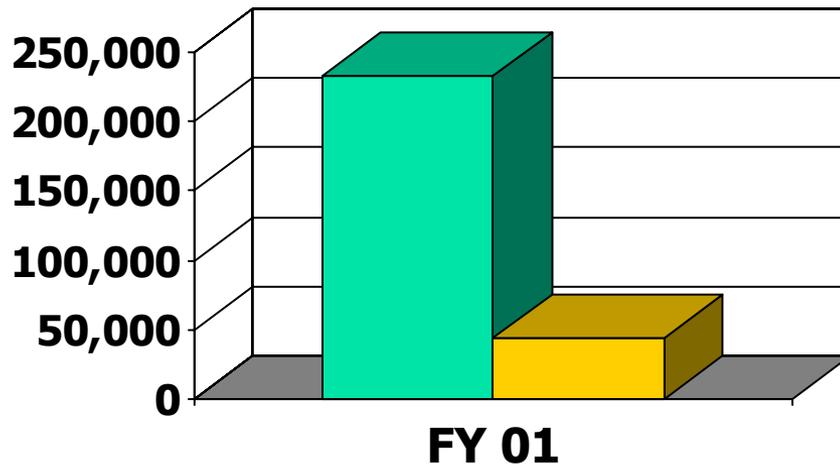
Number of Time Off Awards Granted

- Source: *Workforce Compensation and Performance Service, Incentive Awards Program databases and Annual Reports*



New Time Off Awards Data

Number of Time-Off Awards Granted

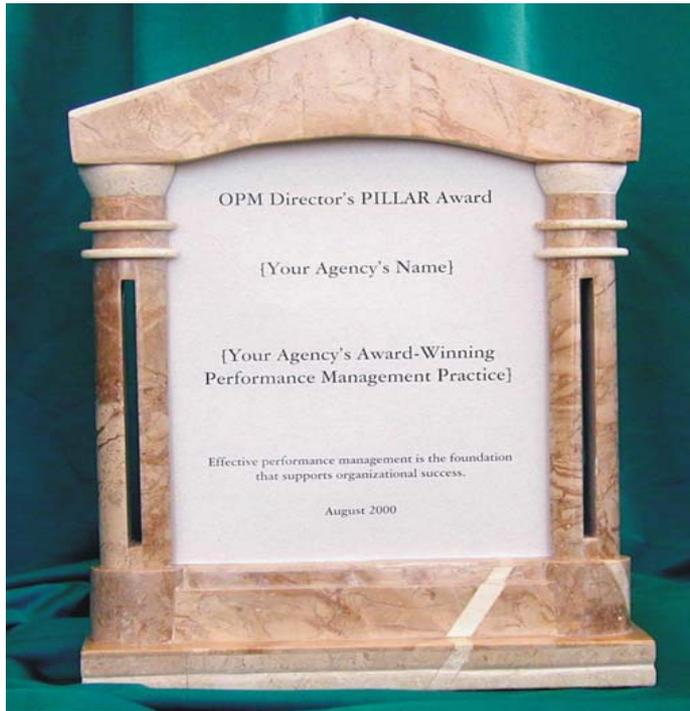


■ Individual ■ Group

- Source: *Central Personnel Data File, December 2001 dynamics file*

PILLAR Award

(Performance, Incentives, and Leadership Linked to Achieve Results)



Congratulations!

- Recipients for 2002
 - Energy: National Energy Technology Laboratory
 - Transportation: FAA, Associate Administrator for Research and Acquisition
- Information available on <http://www.opm.gov/perform/pillar.htm>