



U. S. DEPARTMENT OF EDUCATION

GENERAL PERFORMANCE APPRAISAL SYSTEM (GPAS)

August 2000

BACKGROUND

• DEVELOPMENT TEAM - 1994

- Dissatisfaction with GPAS program
- Employees from across organizations/Union
- Senior Officer/LMPC involvement

• IMPLEMENTATION TEAM - 1995/6

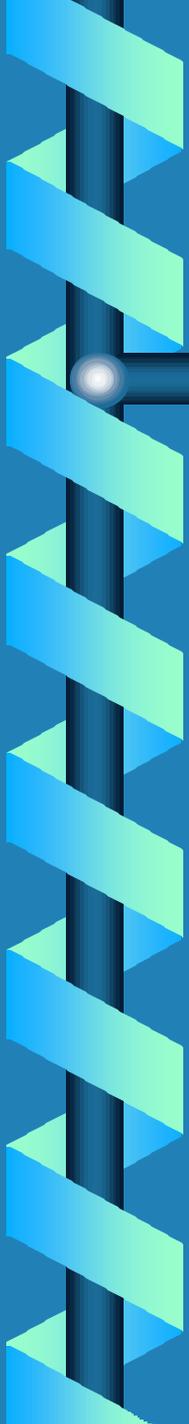
- Top management/union involvement
- Implemented May 1, 1996

OVERVIEW OF PROGRAM

- PASS/FAIL - SUPERVISORY RATING
- MULTI-SOURCE FEEDBACK
- AUTOMATED
- CORE ELEMENTS AND STANDARDS
- JOB-SPECIFIC ELEMENT - GPRA
- AWARDS DE-LINKED FROM RATINGS

POLICY GOALS/OUTCOMES

GOAL	OUTCOME	BASIS
Reduced GPAS grievances	Achieved	10-15 prior; 1 in '97; "0" in '98
Increased mid-point reviews	Achieved	20% increase
Constructive feedback	Mixed	Comments from surveys/users
Ongoing teamwork fostered	Mixed	Comments from surveys/users



CONTINUING CHALLENGES

- TO ENSURE EMPLOYEE RECOGNITION THROUGH AWARDS PROGRAM, RATHER THAN THROUGH GPAS
- TO REVISE CORE ELEMENTS/STANDARDS THAT ARE APPLICABLE TO ALL EMPLOYEES
- TO ENSURE MAXIMUM USE OF FEEDBACK PROCESS

LESSONS LEARNED

- SURPRISE! PEOPLE RESIST CHANGE
- MANAGEMENT & UNION SUPPORT CRITICAL
- DEVELOP STRONG AWARDS POLICY CONCURRENTLY WITH PASS/FAIL
- ENSURE STABLE COMPUTER ENVIRONMENT
- RESOURCES AND RESOURCES
- TRAIN EMPLOYEES