



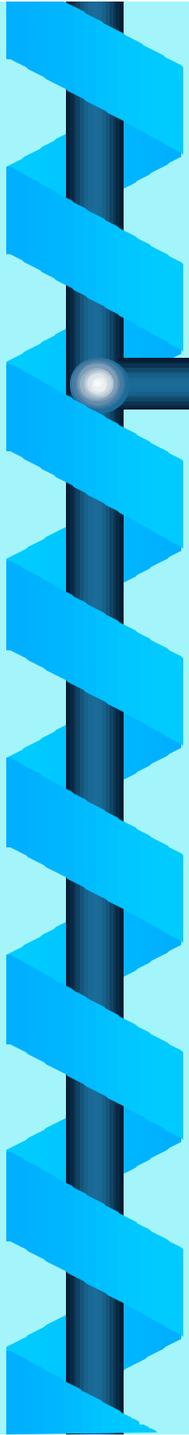
**STUDY
of
PASS/FAIL
PERFORMANCE SYSTEMS**

FY 2000
OPM
**OFFICE OF MERIT SYSTEMS
OVERSIGHT AND EFFECTIVENESS**



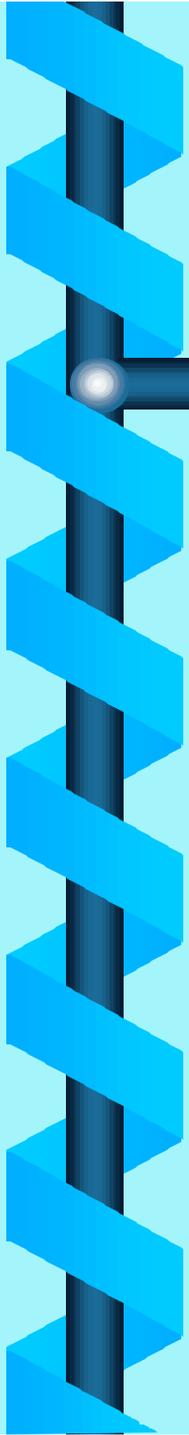
BACKGROUND

- ❁ OMSOE STRATEGIC GOAL
- ❁ INCREASE IN PASS/FAIL USAGE
- ❁ CONGRESSIONAL INTEREST
- ❁ WCPS INTEREST



OBJECTIVES

- ❁ PROVIDE STATUS ON OPERATIONS
- ❁ SHARE LESSONS LEARNED
- ❁ PROVIDE FEEDBACK TO PARTICIPATING AGENCIES



SCOPE

- A REPRESENTATIVE SAMPLE OF AGENCIES/SYSTEMS/PROGRAMS

PURPOSE

• ASSESS EFFECTIVENESS OF PASS/FAIL SYSTEMS:

- HOW WELL DO THEY WORK?
- WHAT ARE THE CHARACTERISTICS OF EFFECTIVE PROGRAMS?
- WHAT IS THEIR IMPACT ON OTHER HR SYSTEMS?



HOW WELL DO THEY WORK

• DO THEY:

- SATISFY EMPLOYEE EXPECTATIONS?
- MEET AGENCY OBJECTIVES?
- AFFECT INDIVIDUAL/ORGANIZATIONAL PERFORMANCE?



WHAT ARE THE CHARACTERISTICS OF EFFECTIVE PROGRAMS?

• HOW ARE THEY:

- DESIGNED?
- IMPLEMENTED?
- ADMINISTERED?

WHAT IS THE IMPACT ON OTHER HR SYSTEMS?

- AWARDS
- MERIT PROMOTION
- REDUCTION IN FORCE (RIF)
- TRAINING
- GRIEVANCES/COMPLAINTS
- PERFORMANCE-BASED ACTIONS

PARTICIPATING AGENCIES



- **HEALTH CARE FINANCING ADMINISTRATION**

- (DEPARTMENT OF HEALTH AND HUMAN SERVICES)

- **GENERAL SERVICES ADMINISTRATION**

- **NATIONAL AGRICULTURAL STATISTICS SERVICE**

- (DEPARTMENT OF AGRICULTURE)

- **DEPARTMENT OF EDUCATION**

- **NATIONAL OCEANIC AND ATMOSPHERIC ADMINISTRATION**

- (DEPARTMENT OF COMMERCE)

- **FISH AND WILDLIFE SERVICE**

- (DEPARTMENT OF INTERIOR)

P/F POPULATIONS



• EDUCATION	5,000
• HCFA	2,000
• GSA	13,900
• NOAA	9,200
• NASS	1,150
• FWS	8,000
• TOTAL	39,250

INFORMATION REQUESTS

- ❁ DOCUMENTS (or synopsis) DESCRIBING REASONS FOR ADOPTING PASS/FAIL
- ❁ AGENCY INSTRUCTIONS: P/F
- ❁ AGENCY INSTRUCTIONS: AWARDS
- ❁ IMPLEMENTATION/ADMINISTRATION MATERIAL
- ❁ GRIEVANCE/COMPLAINT DATA: P/F
- ❁ AGENCY INSTRUCTIONS: P/F & OTHER HR PROGRAMS
- ❁ EVALUATIONS/SURVEYS: P/F

SURVEY SAMPLE SIZES

• ED	862
• HCFA	782
• GSA	2,100
• NOAA	992
• NASS	608
• FWS	2,000
• TOTAL	7,344



SURVEY RESPONSE CHOICES

- ⦿ SIGNIFICANTLY BETTER
- ⦿ SOMEWHAT BETTER
- ⦿ THE SAME
- ⦿ SOMEWHAT WORSE
- ⦿ SIGNIFICANTLY WORSE
- ⦿ (DON'T KNOW)



SURVEY STATEMENTS (all)

- I have been rated or have rated employees under my agency's pass/fail performance management system
 - yes
 - no
 - If yes, please continue.



SURVEY STATEMENTS (all)

- ⊗ Measurement of my performance is:
- ⊗ Opportunities for awards are:
- ⊗ Communication with my supervisor about my performance is:
- ⊗ The manner in which I perform my job is:

SURVEY STATEMENTS (all)

- ⊗ Supervisors' and employees' focus on performance and developmental opportunities is:
- ⊗ The value of the feedback from the performance appraisal process to help me improve or maintain my performance is:
- ⊗ The value of the feedback I receive to identify the training I need to improve my performance is:



SURVEY STATEMENTS

(Supervisors/Managers only)

- ⦿ Administration of the performance management system is:
- ⦿ My ability to reward employee accomplishment is:
- ⦿ The opportunity to focus more on my employees' actual performance rather than their ratings during our performance discussions is:
- ⦿ Accurate measurement of my employees' performance is:

SURVEY STATEMENTS

(Supervisors/Managers only)

- ☉ Identifying and dealing with employees who have performance problems is:
- ☉ The value of the feedback from the performance appraisal process to help me improve or maintain the performance of my employees is:
- ☉ The value of the performance appraisal process in identifying the training my employees need to improve their performance is:



DEMOGRAPHIC DATA

- ⊙ Agency
- ⊙ Location (headquarters/field site)
- ⊙ Supervisory status (non-supervisor, team leader, supervisor, first-level manager, higher-level manager)
- ⊙ Gender
- ⊙ Pay Category
- ⊙ Number of years under P/F
- ⊙ Previous performance management system

RESPONSE RATES



• EDUCATION	47%
• HCFA	36%
• GSA	34%
• NOAA	54%
• NASS	67%
• FWS	47%
• OVERALL	43%

INTERVIEW SITES

- ED: HDQRTRS & 4 FIELD SITES (60)
- HCFA: HDQRTRS (45)
- GSA: HDQRTRS & 3 FIELD SITES (45)
- NOAA: HDQRTRS & 3 FIELD SITES (30)
- NASS: HDQRTRS & 5 FIELD SITES (40)
- FWS: HDQRTRS & 2 FIELD SITES (40)

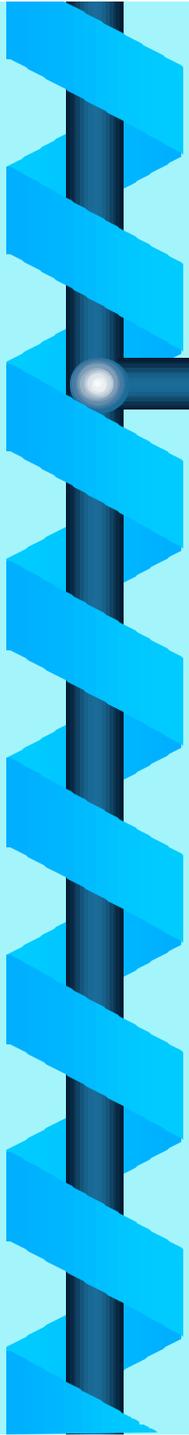


STATUS

⊙ SURVEY DATA ANALYSIS

⊙ PROGRAM REVIEW

⊙ INTERVIEW DATA ANALYSIS



REPORT

BEING WRITTEN AS WE SPEAK!