



Measuring Performance

- S&T Reinvention Lab Personnel Demo -



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**OPM Strategic Compensation
Conference 2002**



Overview



- **AMRDEC Challenge and Vision**
- **Pay-for-Performance Management System**
- **Performance Management Model**
- **Individual and Organizational Linkages**
- **Is AMRDEC A Better Organization?**



AMRDEC Challenge and Vision



Provide a CONUS-Based Airliftable Force with the Platform and Weapon Technology to Ensure High Survivability and Lethality to Enable *Swift Decisive Victory*

Affordable

Deployable

Flexible

Lethal

Survivable

VIA: Focused Technology Base / Demonstrations
System Modeling and Simulation
Real / Virtual Prototyping

AMRDEC's Vision

**“Weapon System Technology for Swift Decisive Victory
Without Casualties”**



Pay-for-Performance Management System



- Assessment Tools
 - Formal Assessment Chain
 - Individual Objectives
 - Evaluation Elements (Weighted)
 - Universal Evaluation Criteria
- Employee Feedback

- Joint Development of Objectives
- Provide Achievements Details
- Provide Supervisor Feedback



- Member PMB & Design Teams
- Participate in Focus Groups & Surveys

ANNUAL ASSESSMENT



- 12 Month Cycle
- 120 Day Minimum
- General Increases at Risk



* Highest Extraordinary Pay 18%
 ** Highest Individual Pay 5.4%
 *** Highest Individual Bonus 5.4%



Performance Management Model



The Job Environment

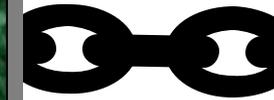


- **Job Responsibilities Based on Mission/Goals**
- **Benchmark Position Descriptions**
- **Joint Effort During Performance Conference**
- **Deals with Outputs and Outcomes**

The Performance Appraisal



- **Generic Attributes of Job Performance**
 - **Technical (15-50)**
 - **Working Relations (5-15)**
 - **Communications (5-15)**
 - **Resource Management (15-50)**
 - **Customer Relations (10-50)**
- **Characteristics of Performance**
- **Evaluation Assisted By Use of Benchmark Performance Standards**



<u>Score</u>	<u>Rating</u>	<u>Pay Shares</u>
85 - 100	A	4 + C
70 - 84	B	2 + C
50 - 69	C	1 + C
0 - 49	U	0 + 0C



Example Performance Elements



1. Technical Competence: Exhibits and maintains current technical knowledge, skills, and abilities to produce timely and quality work with the appropriate level of supervision. Makes prompt, technically sound decisions and recommendations that add value to mission priorities and needs. For appropriate career paths, seeks and accepts developmental and/or special assignments. Adaptive to technological change.
(Weight range: 15 - 50)

4. Resource Management: Meets schedules and deadlines, and accomplishes work in order of priority; generates and accepts new ideas and methods for increasing work efficiency; effectively utilizes and properly controls available resources; supports organization's resource development and conservation goals.
(Weight range: 15 - 50)



Science & Technology Reinvention Laboratory Personnel Demonstration Program

Performance Management System Attributes -- Factors/Elements --



S&T Demo

	AFRL	AMRDEC	ARL	ERDC	MRMC	NRL*
Technical Competence		X	X	X	X	
Technical Problem Solving	X					
Scientific & Technical Problem Solving						X
Problem Solving & Program Mgmt.						X
Problem Solving & Office Admin.						X
Working Relationships		X			X	
Cooperation			X			
Cooperation & Supervision	X					X
Cooperation & Customer Relations						X
Cooperation & Customer Rel./Supervision						X
Communications/Reporting	X					
Communications		X	X	X	X	
Customer Relations		X	X		X	
Customer Care				X		
R&D Business Development	X					
R&D Business Management						X
Program/Project/Work Dev.				X		
Resource Management		X			X	
Resource Management & Supervision						X
Corporate Resource Management	X					
Planning/Timeliness				X		
Mgmt. Of Time and Resources			X			
Tech. Transition/Tech. Transfer	X					
Technology Transition			X			
Personal Development/Initiative				X		
Mgmt./Leadership		X	X		X	
Teamwork/Leadership				X		
Teamwork & Leadership						
Supervision/EEO		X	X	X	X	
Diversity/EEO				X		

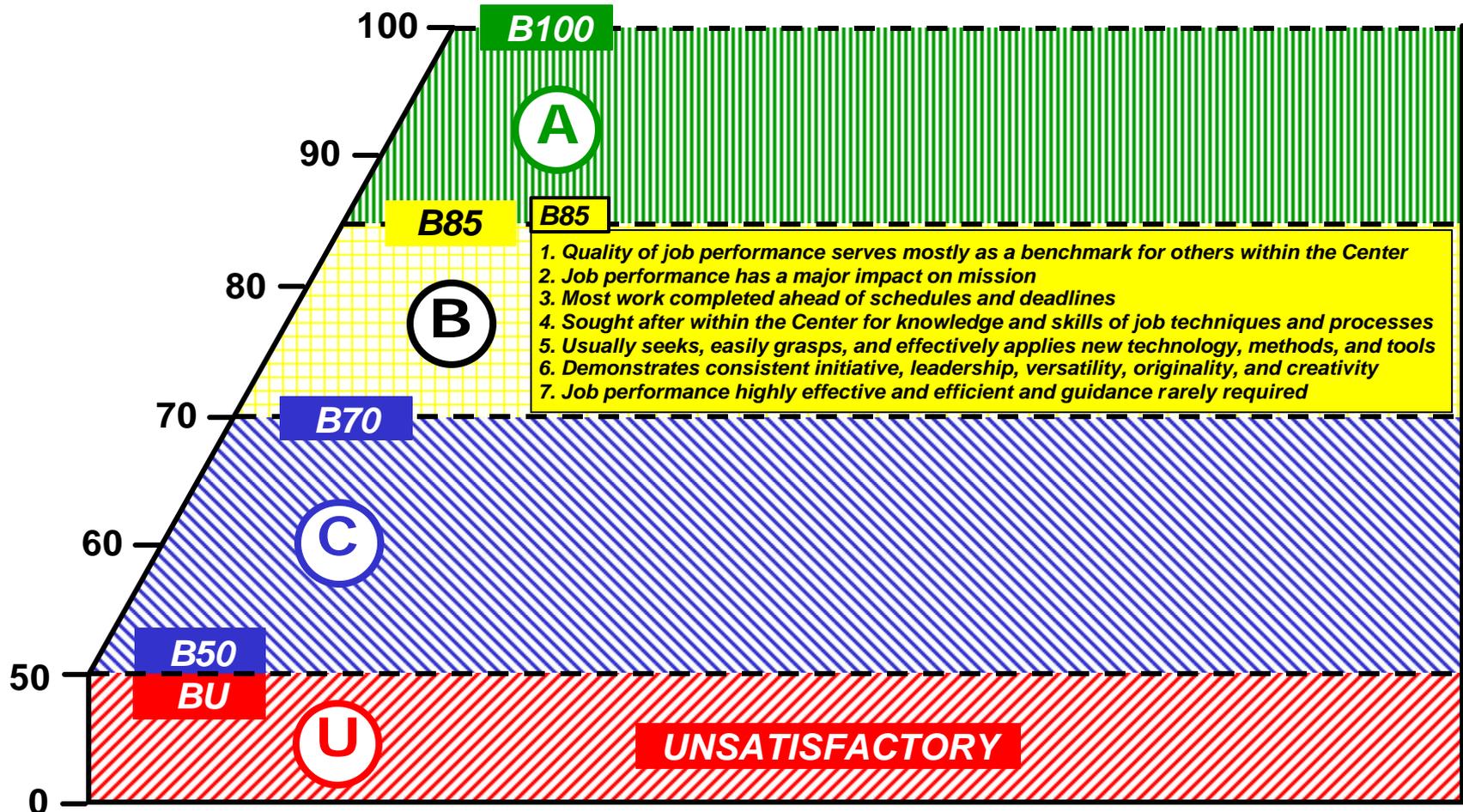
***Classification and Pay**



Benchmark Performance Standards (Measuring Performance)



Adapted from NIST Demo





Individual and Organizational Linkages



Goal 4: Develop a Superior Workforce and a Quality Environment
Strategy C: Develop and Implement Innovative Personnel System

Extension of S&T Personnel Demo for an Additional 5 Years

Communicate Demo Attributes and OPM Evaluation Data to Union Officials & Bargaining Unit Employees to Achieve Union Acceptance

Outcome
Workforce Satisfaction With Equity Between Performance & Pay

Favorable Union Vote and Signed MOA Extending Demo

Performance Elements

TC	WR	C	RM	CR
<input type="checkbox"/>				
15-50	5-15	5-15	15-50	10-50
20	15	15	25	25



Signing Ceremony

9 Aug 02





Individual and Organizational Linkages



Goal 2: Broaden the Marketplace and Increase Market Share
Strategy D: Provide Integrated System Development Support

Outcome
Better Capabilities for the Army

Respond to USAF Need to Arm Predator UAV with HELLFIRE Missiles

Capability Successfully Demonstrated

Launch HELLFIRE from the Predator by modifying launch rail and providing loading information to another element to modify wing

Performance Elements

TC	WR	C	RM	CR
<input type="checkbox"/>				
15-50	5-15	5-15	15-50	10-50
40	10	10	15	25



USAF Awards

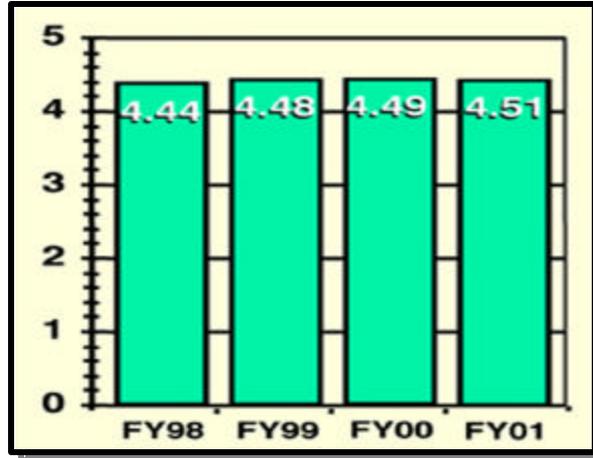




Is AMRDEC A Better Organization?



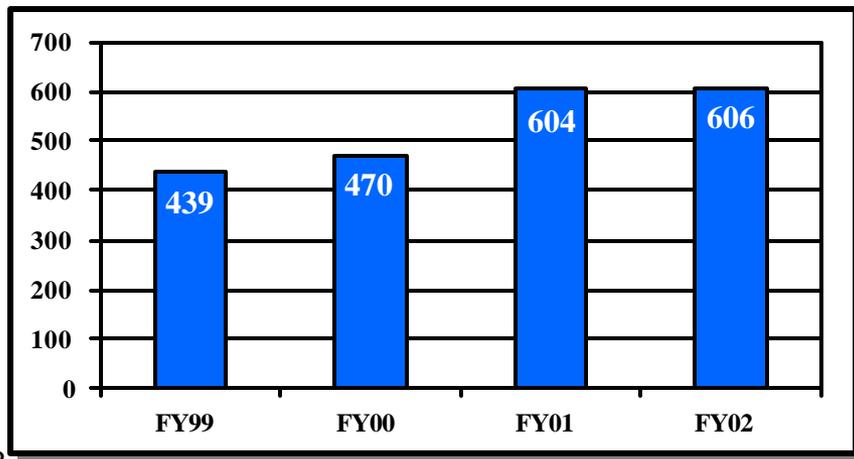
PM Customer Satisfaction Rating



OPM 2001 Survey Results

<u>Category</u>	<u>AMRDEC Rating (Out of 8)</u>
Performance Mgmt	1
Organizational Climate	1
Demo Project Support	1
Lawler's Criteria	1
Job Satisfaction	3
Human Resources	5

Number of Employees with Graduate Degrees



Awards

- 2001 DA R&D Organization of the Year
- 2000 DA R&D Excellence Award
- 2001 Vice President Gore's Hammer Award (NRTC)
- 2002 DoD S&T Transition for Affordability Award
- 1999 / 2001 DoD Value Engineering Award
- 2001 Software Engineering Institute Level 4
 - Only 4 in U.S. Government Rated 4 or Higher
 - In Top 7% Worldwide