

# NSPS Requirements Working Group

**Naval Research Laboratory**

***Metrics Used  
To Measure Demo Success***

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# Topics

- **Employee Attitudes**
- **Recruitment and Staffing**
- **Classification**
- **Performance and Pay**
- **Employee Relations and EEO**
- **Cost**





# Employee Attitudes

- **Baseline Survey to Establish Starting Point**
- **Biannual Survey to Detect Trends, e.g.,**
  - Acceptance
  - Understanding
  - Communication
  - Fairness
  - Quality and Organizational Performance
  - Supervision
  - Job Performance and Pay

**Table 1. Communication/Employee Involvement**

Question	Response	1996 Baseline		2001 Baseline		% Change from 1996-2001
		Number	% of Total	Number	% of Total	
<b>In this organization . . .</b>						
<b>80 employees are kept well informed on all issues affecting their jobs.</b>						
	Disagree	770	46.67%	218	32.25%	-14.42%
	Neither	336	20.36%	149	22.04%	1.68%
	Agree	544	32.97%	309	45.71%	12.74%
	Total	1650	100.00%	676	100.00%	
<b>81 my supervisor encourages subordinates to participate in important decisions.</b>						
	Disagree	586	35.47%	172	25.41%	-10.07%
	Neither	341	20.64%	139	20.53%	-0.11%
	Agree	725	43.89%	366	54.06%	10.18%
	Total	1652	100.00%	677	100.00%	
<b>82 employees share their knowledge with each other.</b>						
	Disagree	368	22.29%	111	16.40%	-5.89%
	Neither	257	15.57%	92	13.59%	-1.98%
	Agree	1026	62.14%	474	70.01%	7.87%
	Total	1651	100.00%	677	100.00%	
<b>83 managers promote effective communication among different work groups (e.g., about projects, goals, needed resources).</b>						
	Disagree	664	40.29%	212	31.45%	-8.84%
	Neither	419	25.42%	174	25.82%	0.39%
	Agree	565	34.28%	288	42.73%	8.45%
	Total	1648	100.00%	674	100.00%	



# Recruitment and Staffing

- Sources of Hires
- Quality of Hires
- Recruitment Timeframes
- Numbers of Declinations
- Reasons for Declinations
- Number & \$ Amount of Recruitment Bonuses
- Number of New Hire Losses within Five Years
- Other Losses and Reasons
- Usage of Demo Initiatives, e.g. Limited Rating & Ranking
- Elimination of rule of three
- Expanded Temp Promotion & Details

SOURCE OF EXTERNAL S&E HIRES

SOURCE	FY03	FY02	FY01	FY00	FY99	TOTAL
Post Doctoral Programs	17	16	16	21	18	88
Student Employment Programs	18	21	7	10	6	62
Other Navy	6	5	8	3	5	27
DoD	2	0	3	2	1	8
Other Government	1	3	0	4	3	11
Academia	10	15	19	3	5	52
Private Sector	43	59	45	39	44	230
NRL	3	2	1	2	2	10
Other	1	4	0	0	0	5
<b>Total</b>	<b>101</b>	<b>125</b>	<b>99</b>	<b>84</b>	<b>84</b>	<b>493</b>



# Recruitment and Staffing

- **Goal: Tentative Offer Letter or EOD in 29 Calendar Days or Less for a S&E Name Request**

Recruitment: S&E Recruitment Timeframes

Action Stage	FY-03*	FY-02	FY-01	FY-00	FY-99**
# Calendar Days in Routing Before Reaching HRO	21	27	20	32	22
# Calendar Days in HRO until Cert Referred	44	41	45	38	54
# Calendar Days to Work Cert	22	21	32	16	13
Total # Calendar Days Before Tentative Offer Made	87	89	97	86	89

Preparing for the Future  
HR DEMO

August 2003      \*As of 8/1/03    \*\* Pre-Demo and Pre-Delegation of Classification

## S&E DECLINATION SUMMARY

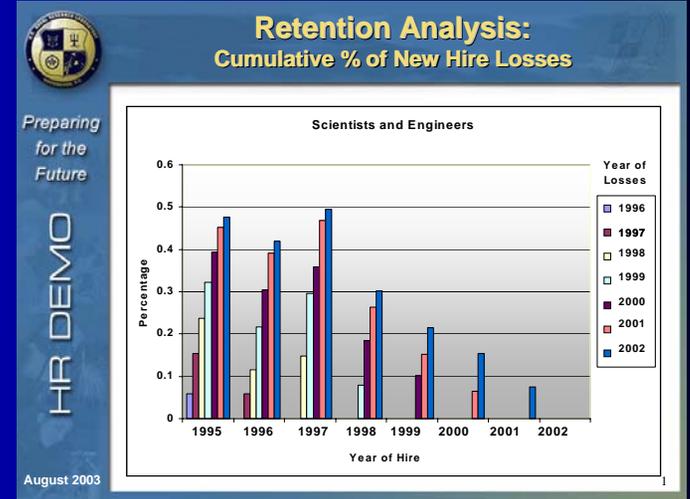
FY	#OFFERS	# AND REASONS FOR DECLINATION						Total # of Decl.	% RATE
		Salary	Location	Ed. Opp.	Other Employ.	Other/Unknown			
2003	118	6	0	0	1	10	17	14%	
2002	142	5	2	1	4	5	17	12%	
2001	117	7	3	0	1	7	18	15%	
2000	109	10	1	1	2	10	24	22%	
1999	96	3	0	0	1	8	12	13%	

- **Goal: Continue to Work on Reducing Declination Rate**

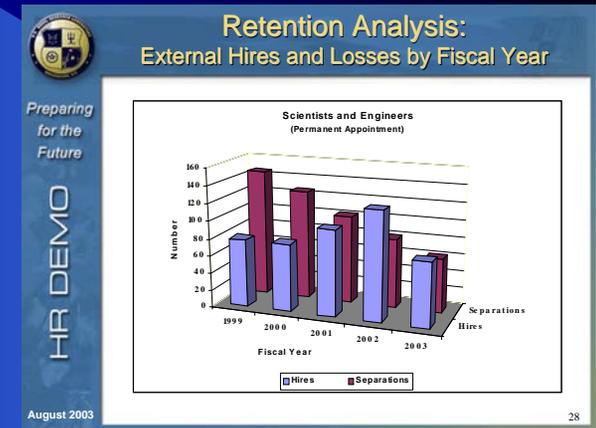
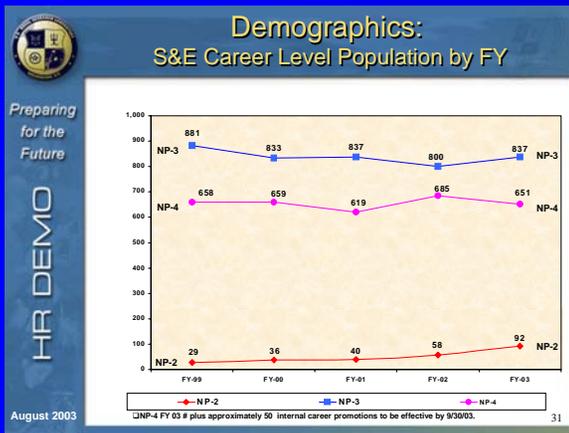


# Recruitment and Staffing

- **Goal:** *Reduction in first five-years' loss rate of S&E's.*



- **Goal:** *Maintain resources necessary to accomplish mission.*





# Recruitment and Staffing

## "THE OTHER HALF OF DEMO" Calendar Year 2003 Statistics

INNOVATION	# OF CASES AND ACTIONS	RECRUIT ACTIONS W/O RATING	RECRUIT ACTIONS W/ RATING	VETERAN	OVER 15 APPS	MORE THAN 3 APPS	# OF TIMES READVERTISED				# OF ACTIONS CANCELLED				COMMENTS		
							Due to Lack of Qual Apps	Due to Declinations: A-Salary; B-Location; C-Accepted Other Employment; D-Other Reasons				Due to Lack of Qual Apps	Due to Declinations: A-Salary; B-Location; C-Accepted Other Employment; D-Other Reasons				
								A	B	C	D		A	B		C	D
<b>Delegated Examining</b>																	
• S&E Professional	96	75	21	12	9	44	3	1		1	1	11	7		4	6	
• S&E Technical	5	1	4	3	1	4						1					
• Admin Spec & Professional	7	0	7	5	2	7	2	1	1			1					
• Admin Support	18	1	17	15	2	18	3					2					
Total	126	77	49	35	14	73	8	2	1	1	1	15	7		4	6	
<b>Non-Citizen Hiring Authority</b>																	
• Entered on Duty	5																
• Active Recruitment	5																
• Declinations	1																
<b>Staffing Allowances for IT Positions</b>																	
• Number Received	3																
Extensions																	
<b>Temporary Promotions Up to One Year (&gt; 120 Days)</b>	1															Eliminated 3 extension actions	
<b>Delegated Authority for Details to Other Positions</b>																	
• > 120 Days	9															Eliminated 23 extension actions.	
• > 1 Year	0																
<b>Career Ladder Promotions Avoided</b>	197																
<b>Merit Staffing Actions Avoided</b>	2															2 other actions req'd comp that were noncomp prior to DEMO	

# Classification

## GOAL: Streamlined Classification



### Classification Innovations

Traditional		Demo
<ul style="list-style-type: none"><li>• 70+ Classification standards</li></ul>	⇒	<ul style="list-style-type: none"><li>• 4 Standards (serve as critical elements)</li></ul>
<ul style="list-style-type: none"><li>• 15 General Schedule grades with 10 steps each</li></ul>	⇒	<ul style="list-style-type: none"><li>• 4 Career tracks with 3 to 5 career levels</li></ul>
<ul style="list-style-type: none"><li>• Up to 15-page position descriptions</li></ul>	⇒	<ul style="list-style-type: none"><li>• 2- or 3-page requirements document (RD)</li></ul>
<ul style="list-style-type: none"><li>• Manual classification process</li></ul>	⇒	<ul style="list-style-type: none"><li>• Fully automated classification system</li></ul>
<ul style="list-style-type: none"><li>• Senior Executive &amp; Science and Professional positions (above 15)</li></ul>	⇒	<ul style="list-style-type: none"><li>• Plus Advanced Research Scientist and Engineer positions</li></ul>

### ACHIEVEMENTS:

➤ Yearly Savings for 360 positions established per year:

✓ Managers—720 Hours

✓ HR—360 Hours

✓ \$34,560

✓ 2,520 pages

➤ Reduction in classification time from 5 to 30 days down to 1 day.



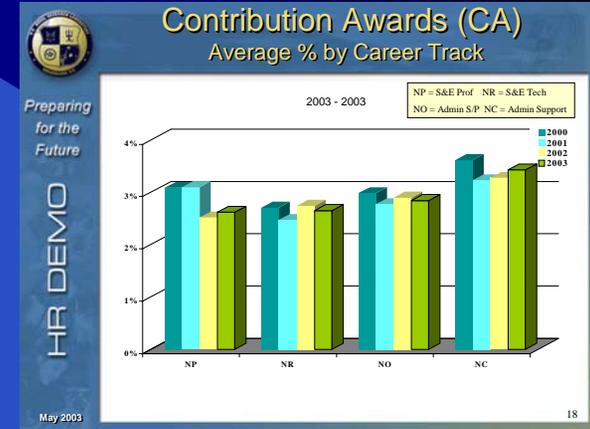
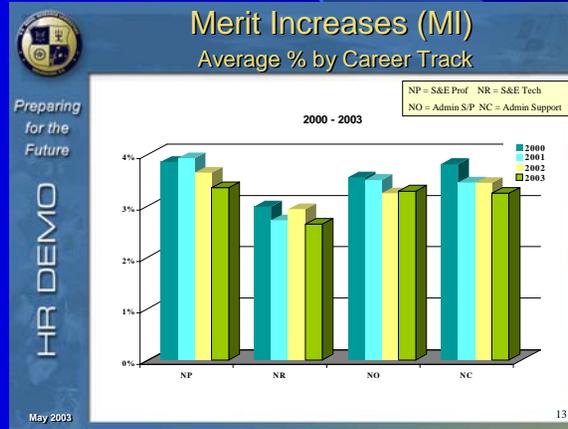
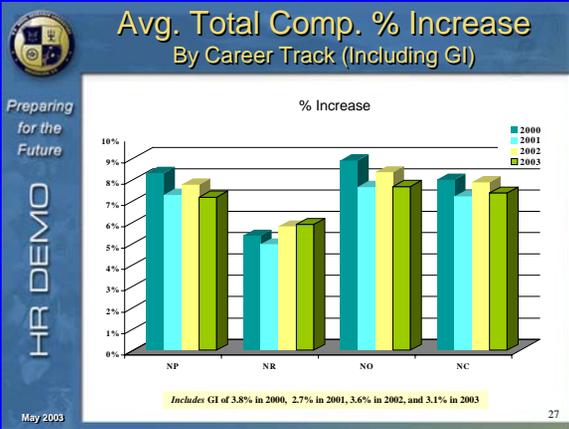


# Pay for Performance

- **Number and Distribution of:**

- **GI's**
- **GI's reduced or denied**
- **Merit Increases**
- **Contribution Awards/DCA's**
- **Time-off Awards**
- **Career Level Promotions**

- **Retention Rates by Pay Range**
- **Movement Toward Normal Pay Range**
- **Distribution of Percentage Increase in Pay by Numbers of Employees**
- **Continued Excellence in Productivity**
- **Increase in Productivity**

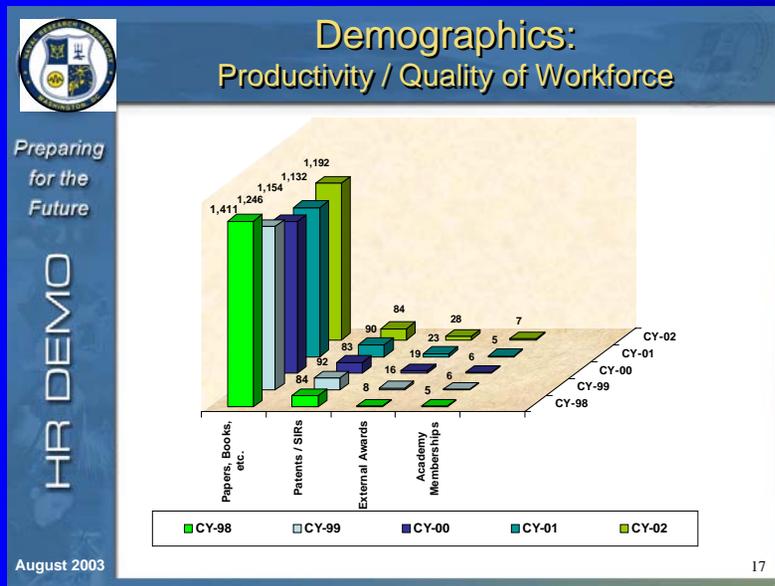




# Key Data Points NRL



Productivity and quality of workforce have maintained a high level.

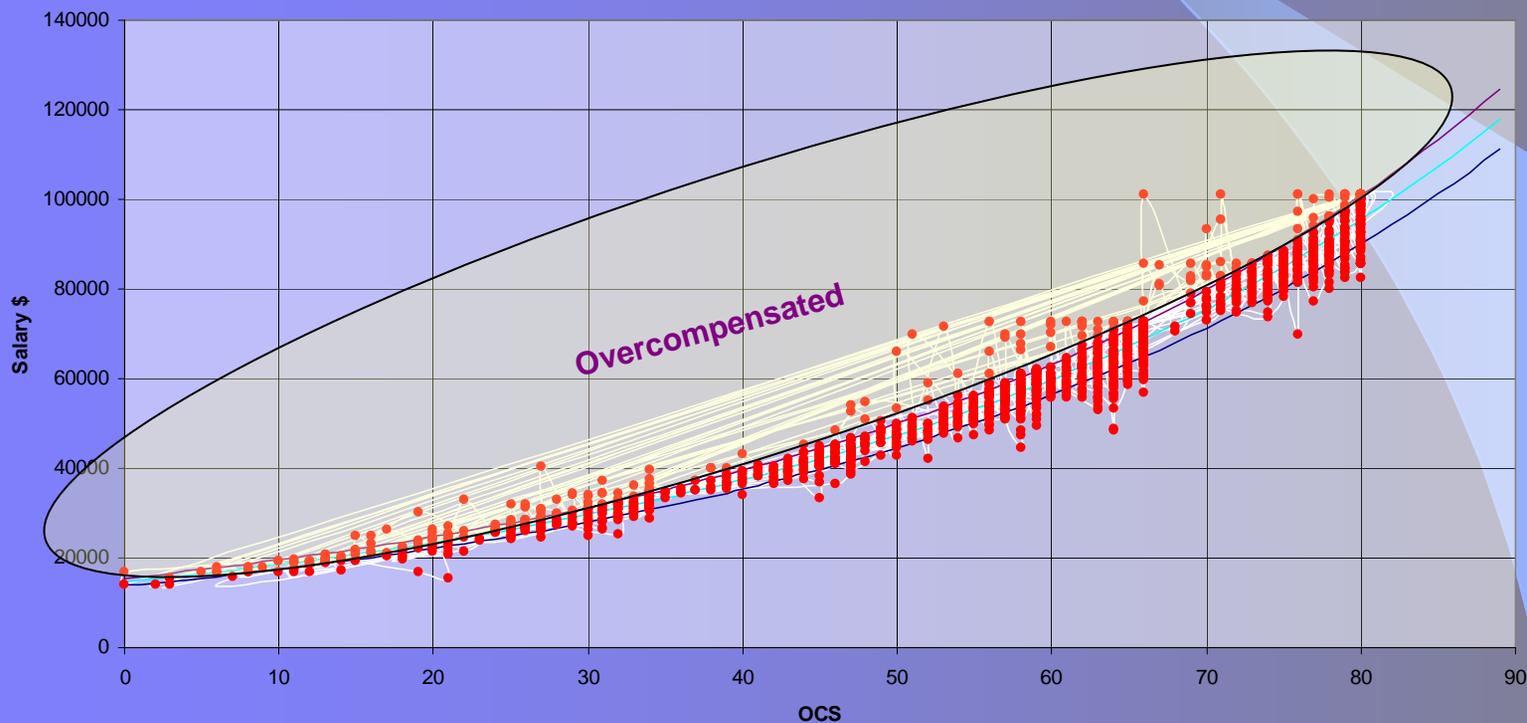


- Average 1.3 papers per S&E.
- Patents/SIRs average 87 per year.
- External awards increased 3 1/2 times CY-98 level.
- 7 Academy memberships.
  - 3 Science
  - 4 Engineering



# Relative Compensation--2000 Lab-wide Distribution of Scores

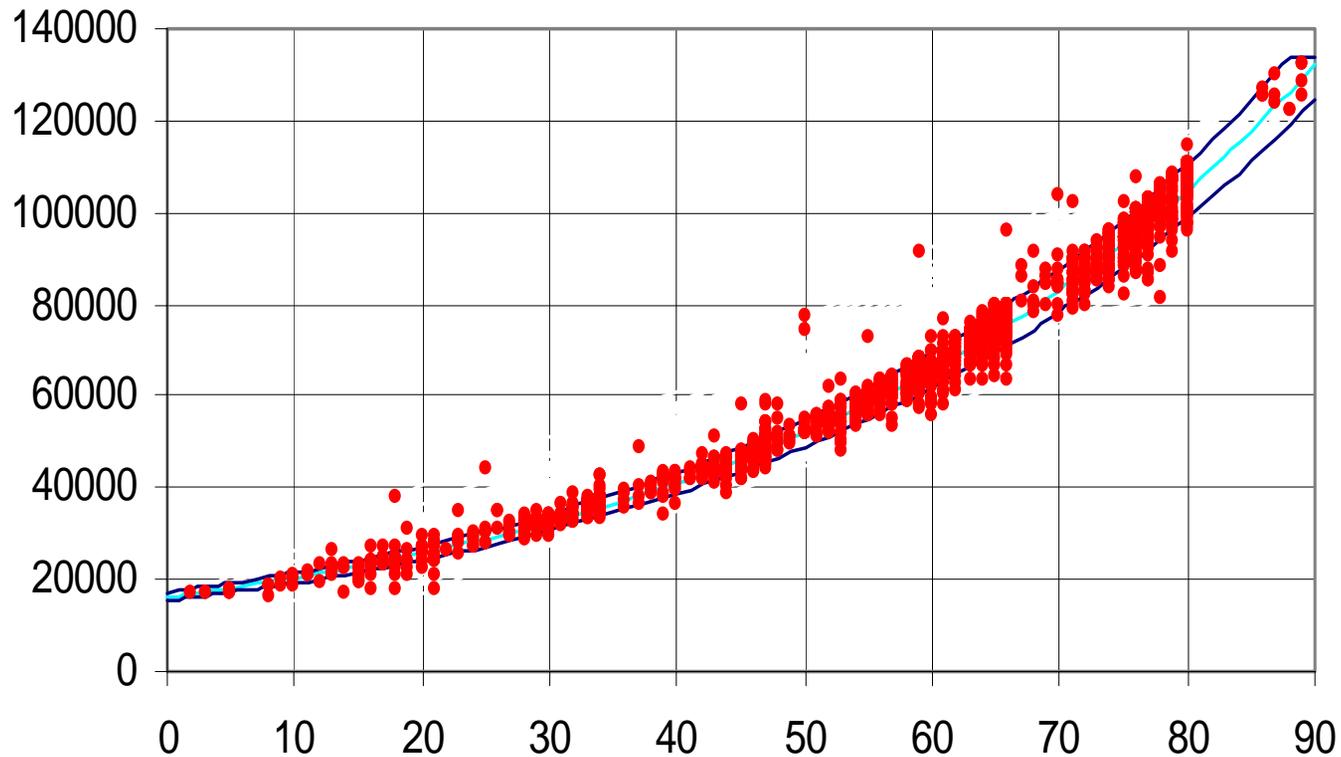
CCS NPR - Salary/Overall Contribution Score  
2000 OCS/Adjusted Basic Pay Against Payout Year NPR





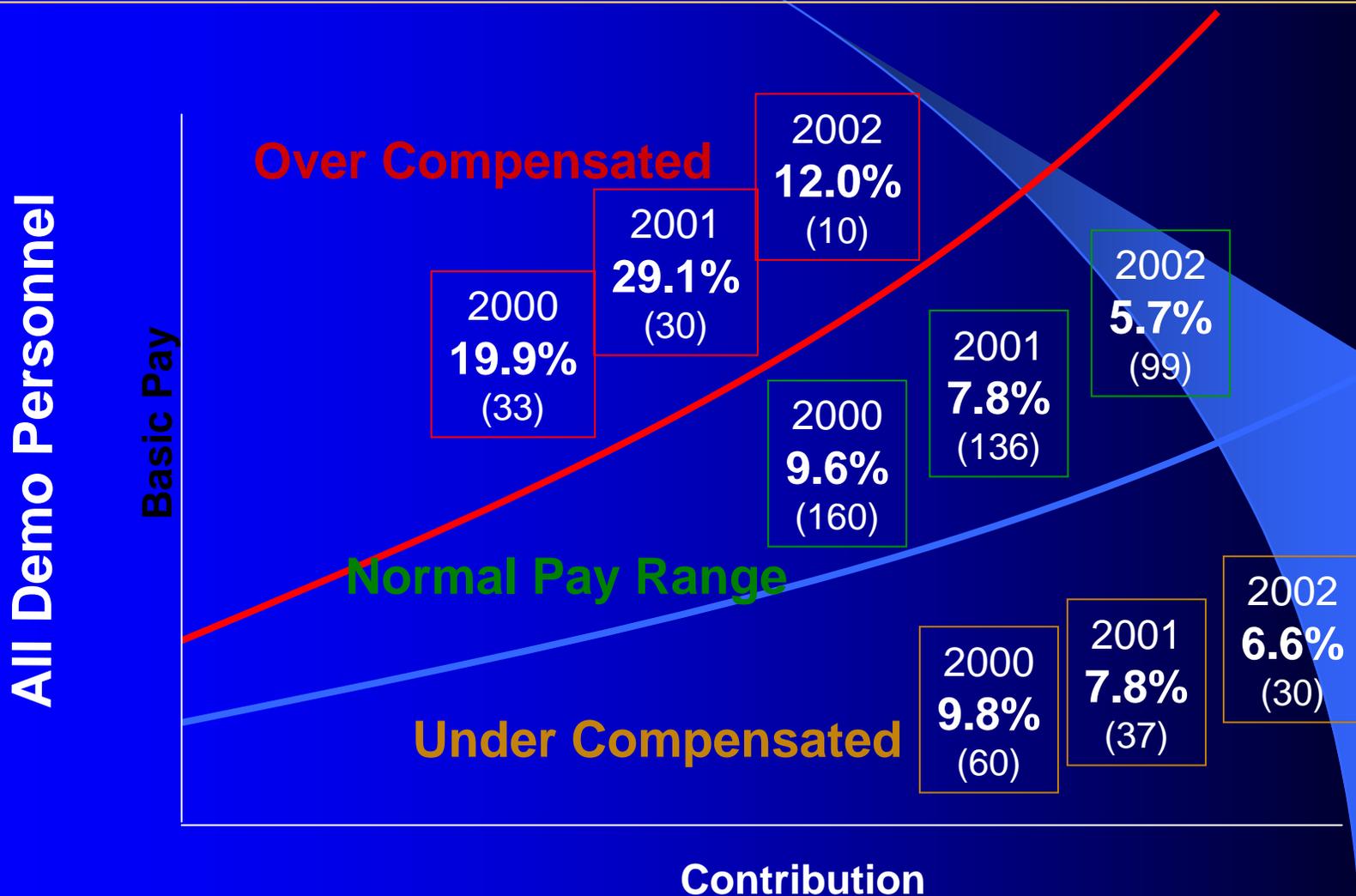
# Relative Compensation--2003 Lab-wide Distribution of Scores

CCS NPR - Salary/Overall Contribution Score  
2003 OCS/Basic Pay Against Payout Year NPR





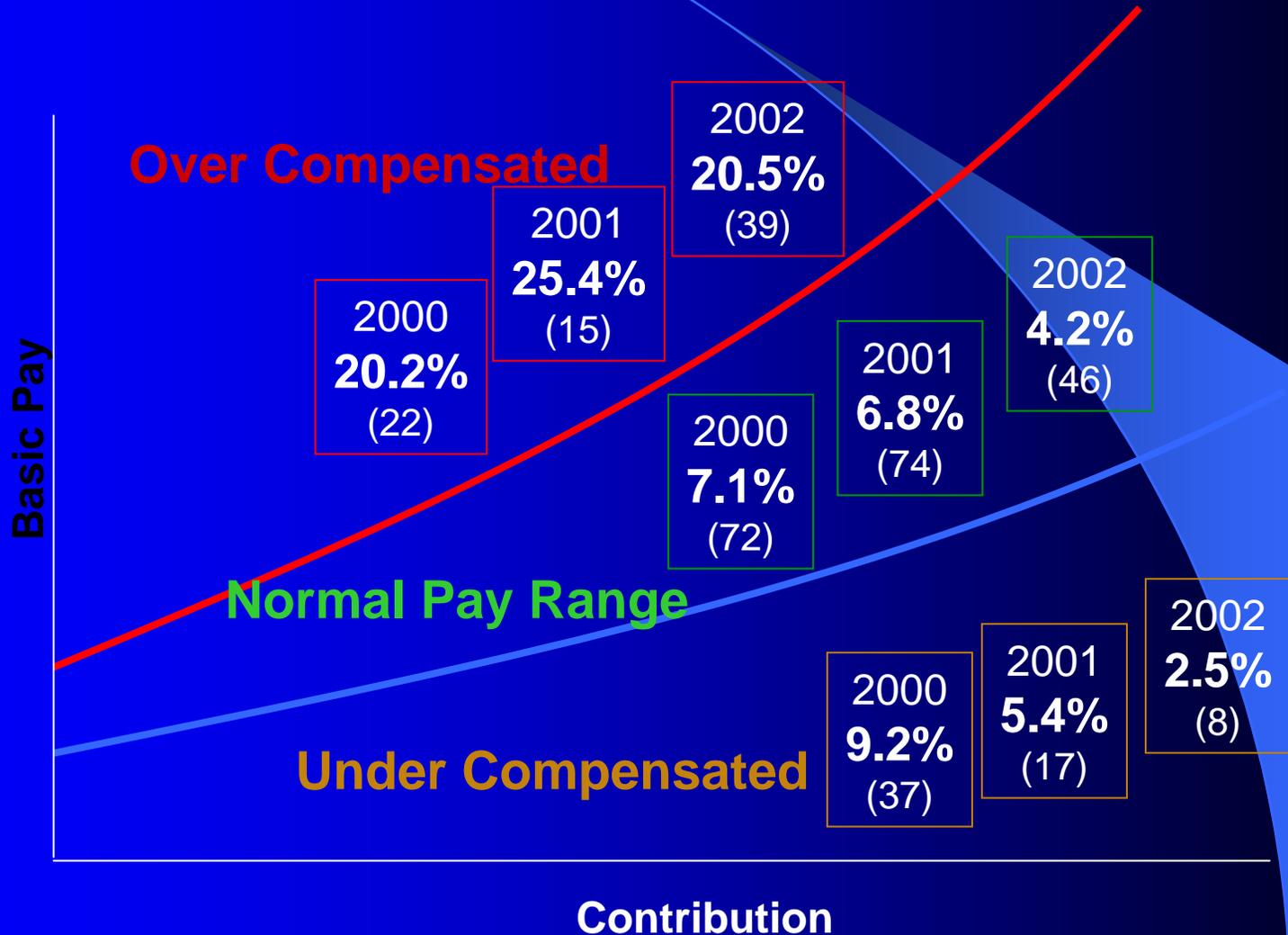
# Retention Analysis: Separations by Year





# Retention Analysis: Separations by Year

Professional Science and  
Engineering Personnel





# Employee Relations and EEO

- Employee Relations and EEO data are kept to track trends in contacts, topics of contacts, and resolution rates. A sample data display is shown below.

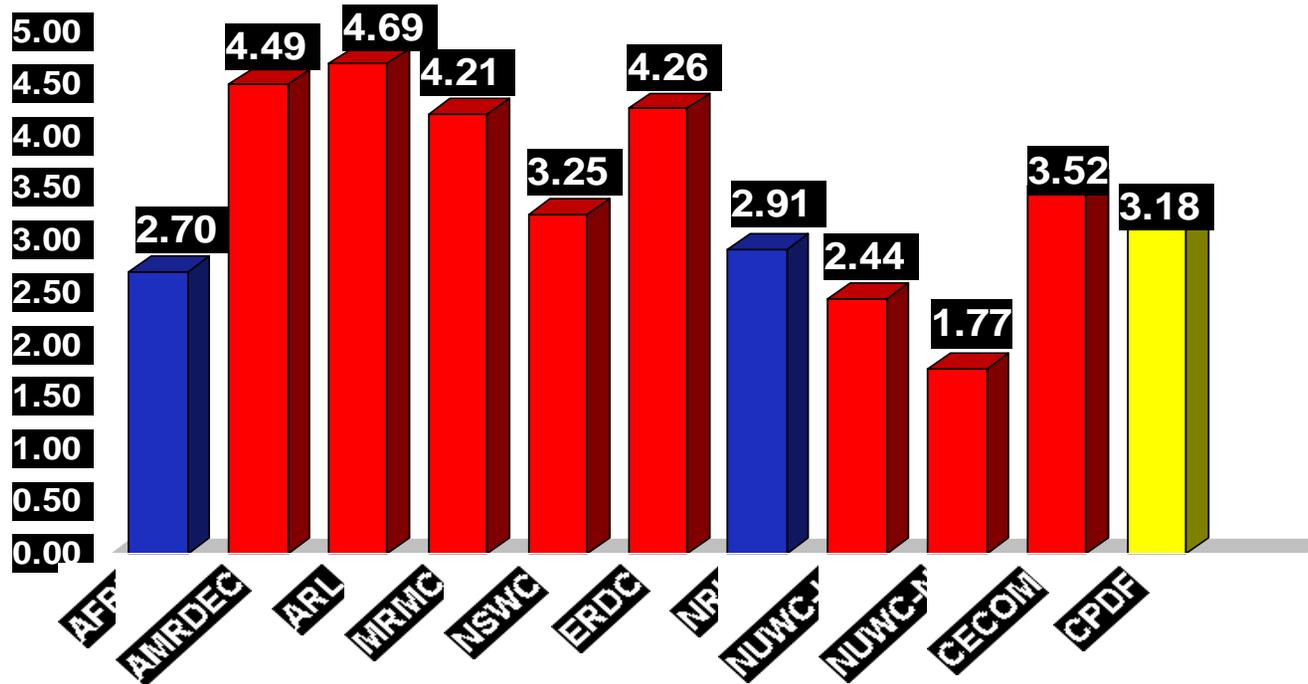
•**Goal:** *Continue to work for resolution at the lowest levels and address .*

Fiscal Year	Informal Contacts	Number of Complainants	Formal Complaints Filed	Resolution Rate
2002	45	39	4	91%
2001	30	29	4	87%
2000	35	34	7	80%



# Permanent Pay Growth

Pay Progression Equivalent in Steps for  
DoD Lab Demo S&Es  
January 1997 to January 2002



Information prepared by: Assessment Services, Division for HR Products & Services, U.S. OPM, December 2003, under contract with DDR&E for S&T Reinvention Laboratory Demonstration Project Evaluation