

What are the Lessons Learned

START-UP
**PROFOUND
ADVICE**
COMPENSATION
ASSESSMENT



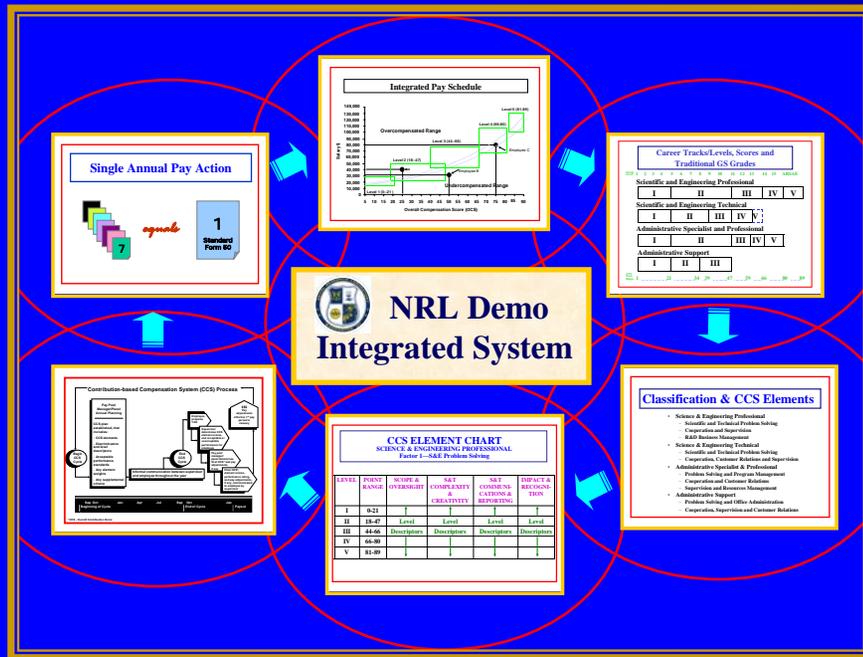
AUTOMATION
COSTS
**PAY
SETTING**
CLASSIFICATION

DCPP/CDEEOO Meeting
26 August 2003

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NRL Demo



- **Effective:** 26 September 1999
- **Employees Covered:** Approximately 2622
- **Occupations:** 1598 Scientists & Engineers; 214 Technicians; 391 Administrative Professionals; 419 Administrative Support
- **Various Sites:** Washington, D.C.; Stennis Space Center, Mississippi; Monterey, California; other smaller sites across the U.S.
- **Excluded:** SES; ST; Trades & Crafts; Guards



Key Points

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- **General Schedule reference is a natural tendency and has a long life.**
- **A new system provides many enhancements but it does not correct all issues and, in some instances, creates new ones.**
- **A new system will be very cumbersome if it is not automated.**
- **A dedicated staff enhances quality, integration, and speed of implementation.**
- **Straighten your house first. New system is not a cure for internal, self-inflicted ills.**



- **Keep employees involved and informed starting with initial stages of implementation design, during deployment, and as fine tuning occurs to foster . . .**

“early and continuing employee acceptance.”

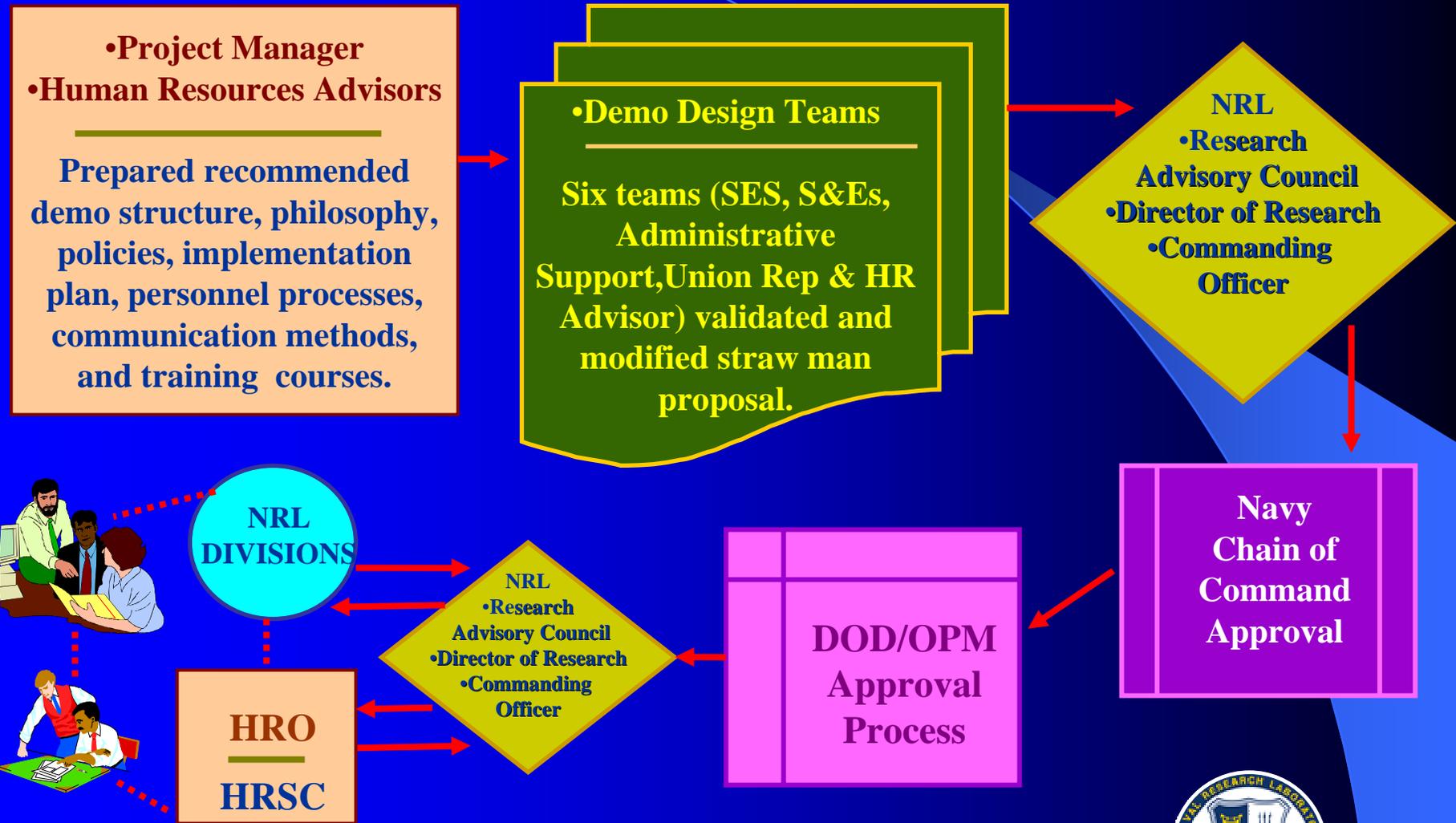
- **Listen and consider all comments.**



**"Devil's in
the Details"**



Design and Implementation Structure



Classification

- **Identify positions that do not fit readily into new pay band structure.**
 - ✓ **Example: Lower-level 2-grade interval positions with full performance level GS-9 may have potential to GS-12. Is there enough higher-level work available (25% of position's duties) to warrant GS-12 equivalent designation.**
- **Determine methodology to handle.**
 - ✓ **Reclassification into another series and career group.**
 - ✓ **Accept bad fit.**
- **Have a dedicated team to rewrite all position descriptions to new format.**



Classification

- **Make and test changes to existing automated classification system before start-up.**
- **Train managers on changes in classification principles (i.e., pay band descriptors at highest level, new supervisory classification structure) and position management implications.**
 - ✓ **Overview on global philosophy/policies.**
 - ✓ **One-on-one training as cases are submitted.**
 - ✓ **New supervisor/manager training.**



Pay \$etting

- **Establish parameters, but maintain flexibility.**
- **Establish policy and procedures in advance of start-up.**
 - ✓ Allow ample time to apply pay setting rules to a variety of situations to uncover anomalies.
 - ✓ Determine process to match to market survey/GS.
 - ✓ Establish pay setting for students and interns.
- **Begin using pay setting policies together with traditional system at least 6 months in advance.**
- **Educate managers, supervisors, administrative officers, employees, and HR specialists before start-up on global philosophies and policies.**



Assessment & Compensation

- Train managers to use probationary periods effectively.
- Providing *flexibility* to managers to tailor assessment process to organization enhances their acceptance and ownership of system.
- Pay pool panel (Performance Review Board) process provides:
 - ✓ For communication and education
 - ✓ Enhanced understanding of broader organizational activities
 - ✓ Improved consistency across pay pool
 - ✓ Support for individual supervisors' decisions



Assessment & Compensation

- Assessment of quality of work without consideration of level of work provides an incomplete picture to determine split between performance permanent pay increase and performance incentive.
- *Scoring people correctly* will have a direct relation to *dollar value* of shares.
 - ✓ Over-scoring individuals dilutes share value.
 - ✓ Over-awarding shares dilutes share value.
- NSPS may allow a total compensation perspective approach.





ommunication



Awareness

- Individual Letters
- Newspapers
- All Hands Briefings
- Web-based:
 - ✓ Federal Register
 - ✓ NRL Directives
 - ✓ Updates
 - ✓ Videos
 - ✓ Tutorials
 - ✓ Statistical Results
- Tri-fold Brochure





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PERSONNEL SYSTEM TRAINING

EMPLOYEE

- New Employee Orientation (1 hr.)
- Web-based Tutorial and Video
- Continuous Employee Training (2 hrs.)
 - Automated System
 - Yearly Accomplishment Report
 - Personnel System Features
- Customized Division Discussion (2 hrs.)

SUPERVISOR

- New Supervisor (3 hrs.)
- Trial Test (4 hrs.)
- Implementation (4 hrs.)
- Pay Pool Panel (2 hrs. onsite)
- Automated System Training (2 hrs.)
- Continuous Skills Training



Cost Centers



- **Buy-in**
 - ✓ Prorated WGI earned
- **Supplemental Automation**
 - ✓ New Applications
 - ✓ Modifications to Existing Systems
- **Communication Modes**
 - ✓ Awareness: Letters, Newspapers, Videos (CD, VHS, & Web-based), Web-based Tutorials & Information/Updates, Brochures, Handbooks
 - ✓ Training: Supervisory, Employee, Ongoing
- **Implementation Grievances**



For More Information

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- **WWW Homepage**

- <http://amp.nrl.navy.mil/hr-demo/>

- **Direct link to Lab Demo Home Page**

- Federal Register, CCS Results, Tutorial, Video

