



***HR DEMO***

***Preparing for the Future***

# **CCS Process under Demo – Second Year Results**

**Presented by:**

**Betty A. Duffield**

**Director, Strategic Workforce Planning**

**4 June 2001**



## **Topics**

- **CCS Results**
  - **Relative Compensation**
  - **General Increases (GI)**
  - **Merit Increases (MI)**
  - **Contribution Awards (CA)**
  - **Time Off Awards (TO)**
  - **Observations**
- **Other Demo Initiatives**
- **Future Events**

# Important Points to Keep in Mind

- **NRL's Personnel Demonstration Project is just that--a demonstration.**
- **It is dynamic -**
  - **Strengths and weaknesses are identified in the evaluation process.**
  - **Changes can be made.**
- **On the other hand, we only have two years' worth of data.**
  - **No "benchmarks" exist for most areas.**
  - **Still difficult to draw conclusions from only two data points.**



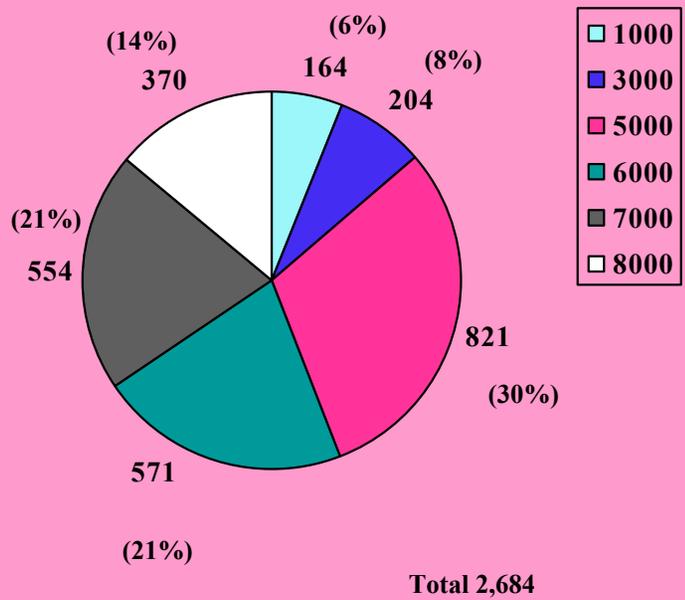
## Demographics – Lab-wide CCS Population

- **2,585 Employees Processed Under CCS.**
  - 99 employees (3.69 %) less than 2000 Payout. 
- **CCS Process Went Smoothly.**
- **Payout Process Went Relatively Smoothly –**  
problem with coding of DCPDS for payout of merit increases.



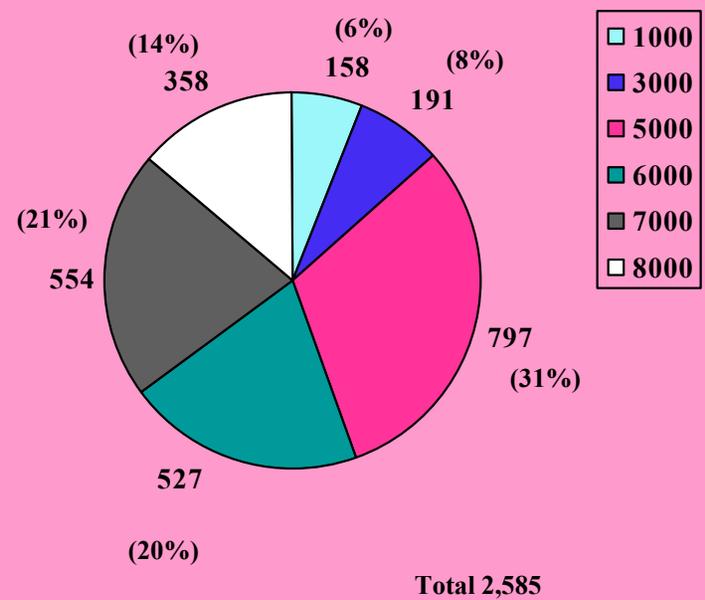
# Demographics – Distribution by Directorate

Numbers (%) of Demo Employees - 2000



4 June 2001

Numbers (%) of Demo Employees - 2001

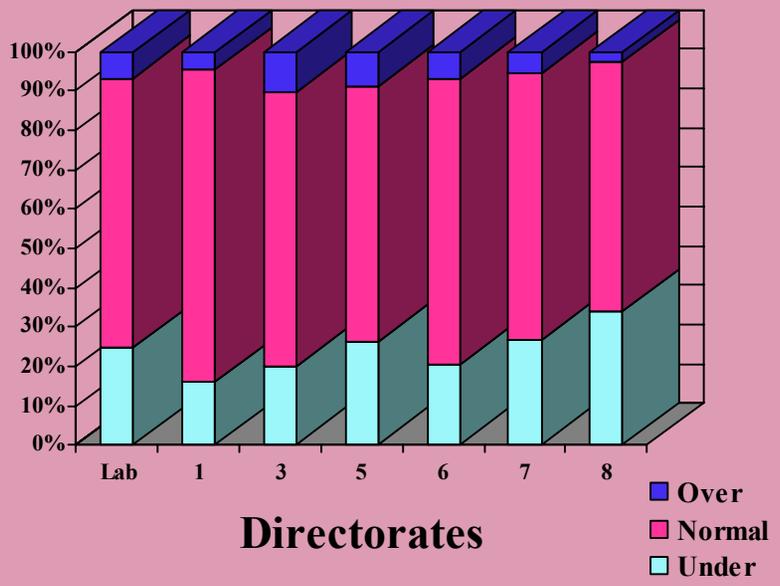


2000 Data as of 10 Dec 1999. 2001 Data as of 15 Dec 2000.

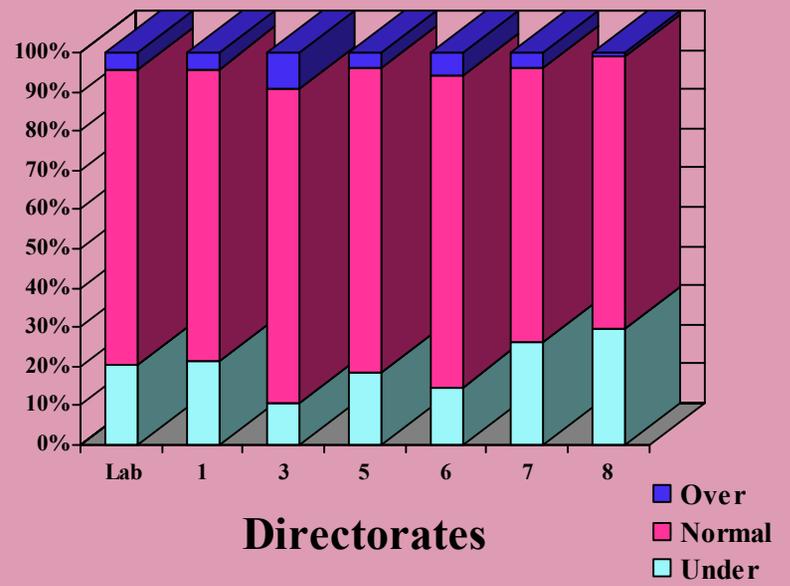


# Relative Compensation - % Over/Normal/Under by Directorate

2000



2001

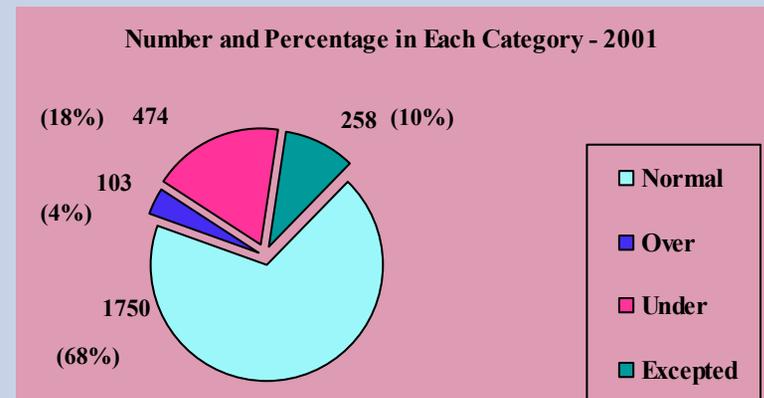
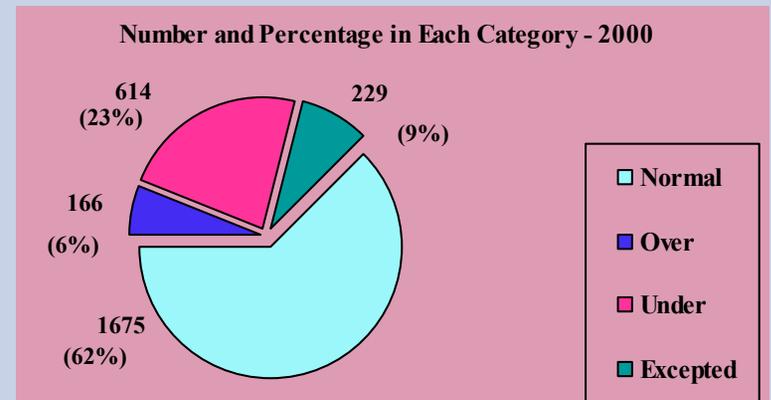


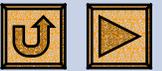


# Relative Compensation

## (normally/over-/under-compensated)

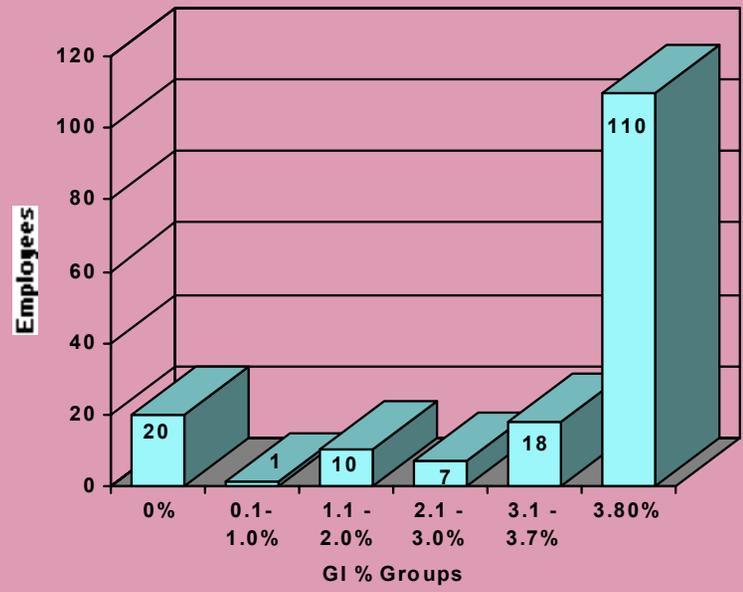
	2000	2001
<ul style="list-style-type: none"> <li>• <b>Normally Compensated</b> <ul style="list-style-type: none"> <li>- Avg. % Above Mid Rail</li> <li>- Median Above Mid Rail</li> </ul> </li> </ul>	<b>1,675</b> <b>0.96%</b> <b>0.87%</b>	<b>1,750</b> <b>1.08%</b> <b>1.02%</b>
<ul style="list-style-type: none"> <li>• <b>Over-compensated</b> <ul style="list-style-type: none"> <li>- Avg. % Above Top Rail</li> <li>- Low % Above Top Rail</li> <li>- Median % Above Top Rail</li> <li>- High % Above Top Rail</li> </ul> </li> </ul>	<b>166</b> <b>9.02%</b> <b>0.02%</b> <b>6.8%</b> <b>46.8%</b>	<b>103</b> <b>8.59%</b> <b>0.01%</b> <b>5.37%</b> <b>48.3%</b>
<ul style="list-style-type: none"> <li>• <b>Under-compensated</b> <ul style="list-style-type: none"> <li>- Avg. % Below Bottom Rail</li> <li>- Low % Below Bottom Rail</li> <li>- Median % Below Bottom Rail</li> <li>- High % Below Bottom Rail</li> </ul> </li> </ul>	<b>614</b> <b>5.15%</b> <b>0.01%</b> <b>4.1%</b> <b>31.2%</b>	<b>474</b> <b>5.86%</b> <b>0.01%</b> <b>4.7%</b> <b>35.1%</b>
<ul style="list-style-type: none"> <li>• <b>Excepted</b></li> </ul>	<b>229</b>	<b>258</b>



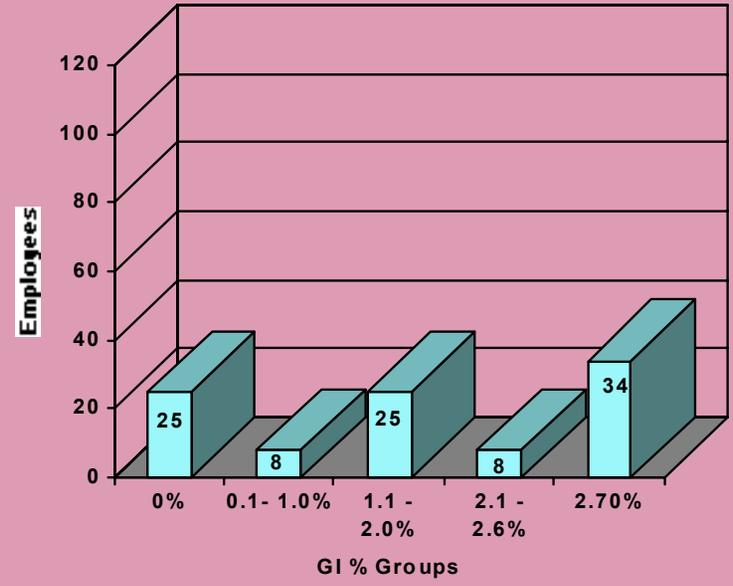


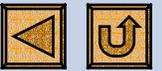
## % of GI for Over-compensated Employees by GI % Groups

2000

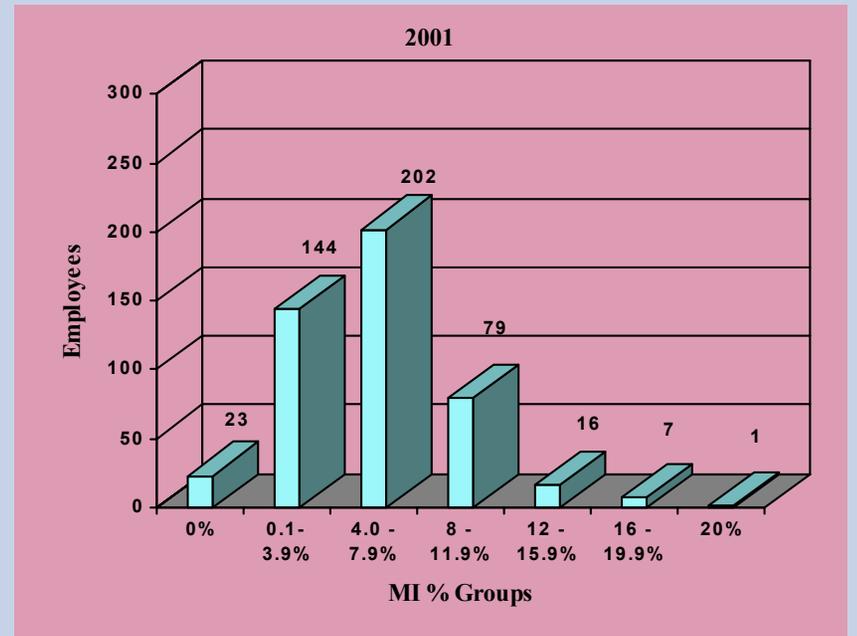
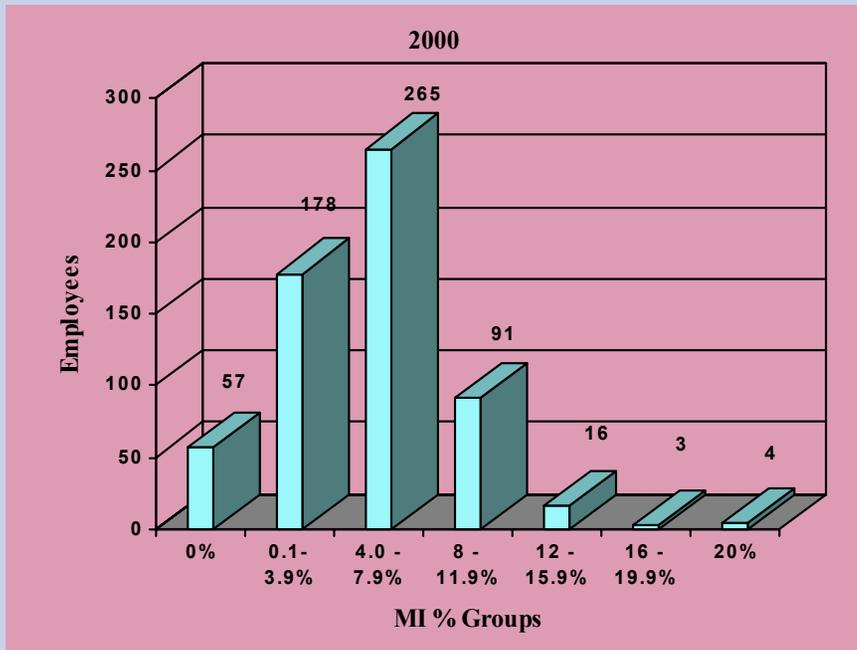


2001





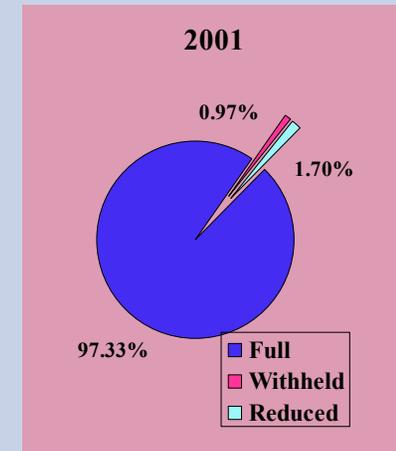
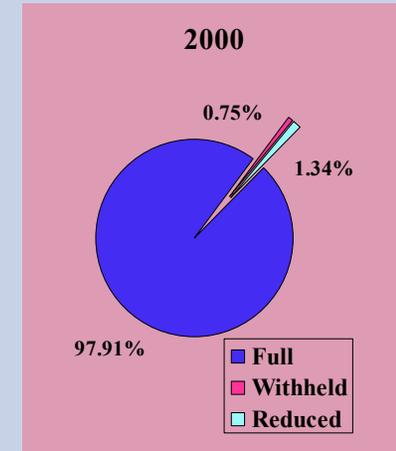
## % of MI for Under-compensated Employees by MI % Groups



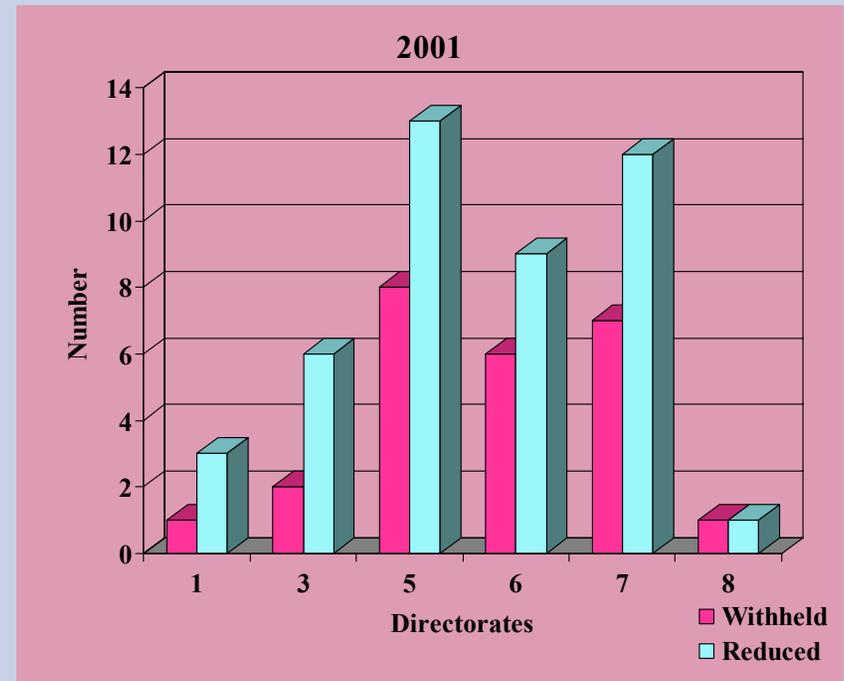
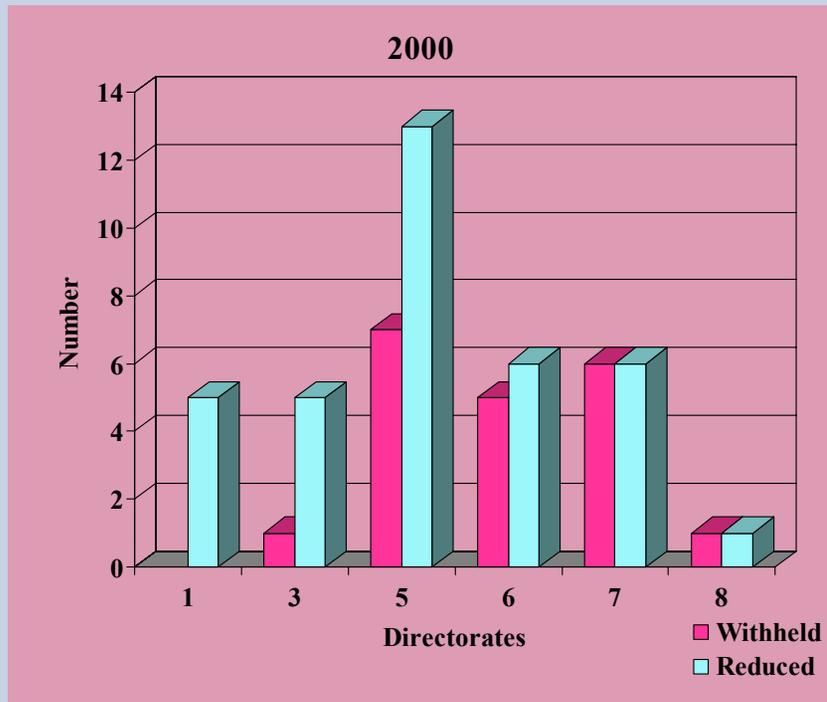


## General Increases (GI)

	2000	2001
• # of Full GIs Granted	2,628	2,516
• # of GIs Reduced	36	44
• \$ Value of GIs Reduced	\$20,423	\$32,975
• # of GIs Withheld	20	25
• \$ Value of GIs Withheld	\$55,392	\$44,073
• General Increase % (Full)	3.8%	2.7%
• Note: Number of Employees on Maintained Pay Included in "# of GIs Reduced" Above	6	6



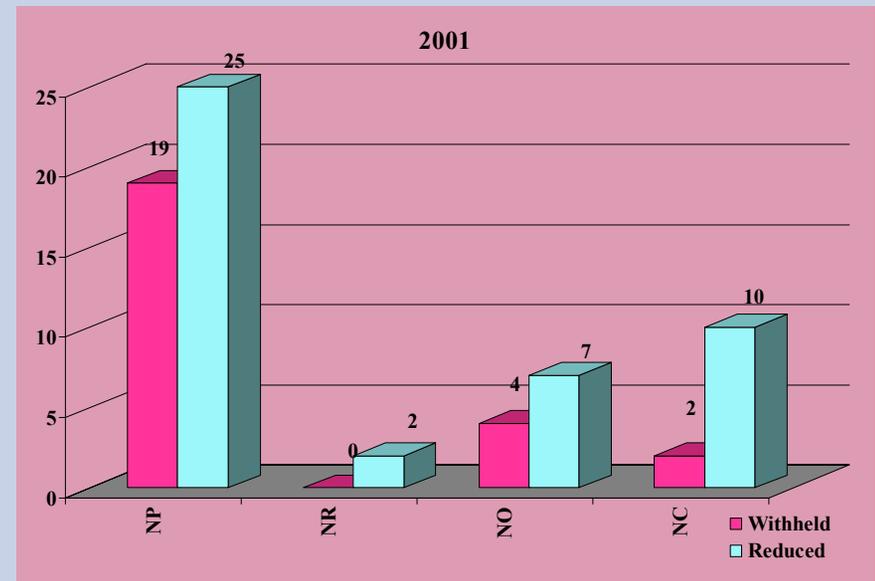
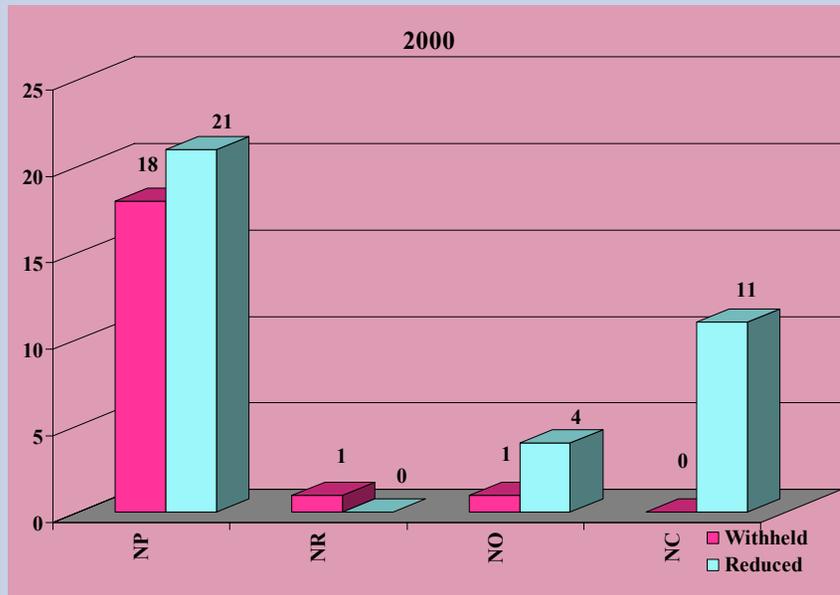
# General Increases (GI) - Numbers Withheld and Reduced By Directorate



# General Increases (GI) - \$ Value from Withheld and Reduced By Directorate



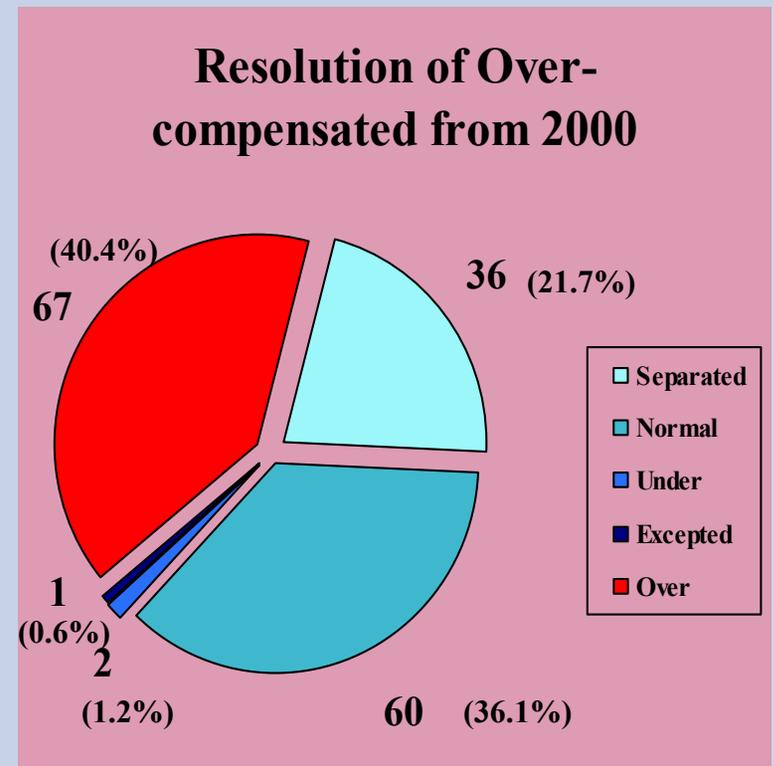
# General Increases (GI) - Career Track Distribution of GI Withheld/Reduced



NP = S&E Prof   NR = S&E Tech  
 NO = Admin S/P   NC = Admin Support

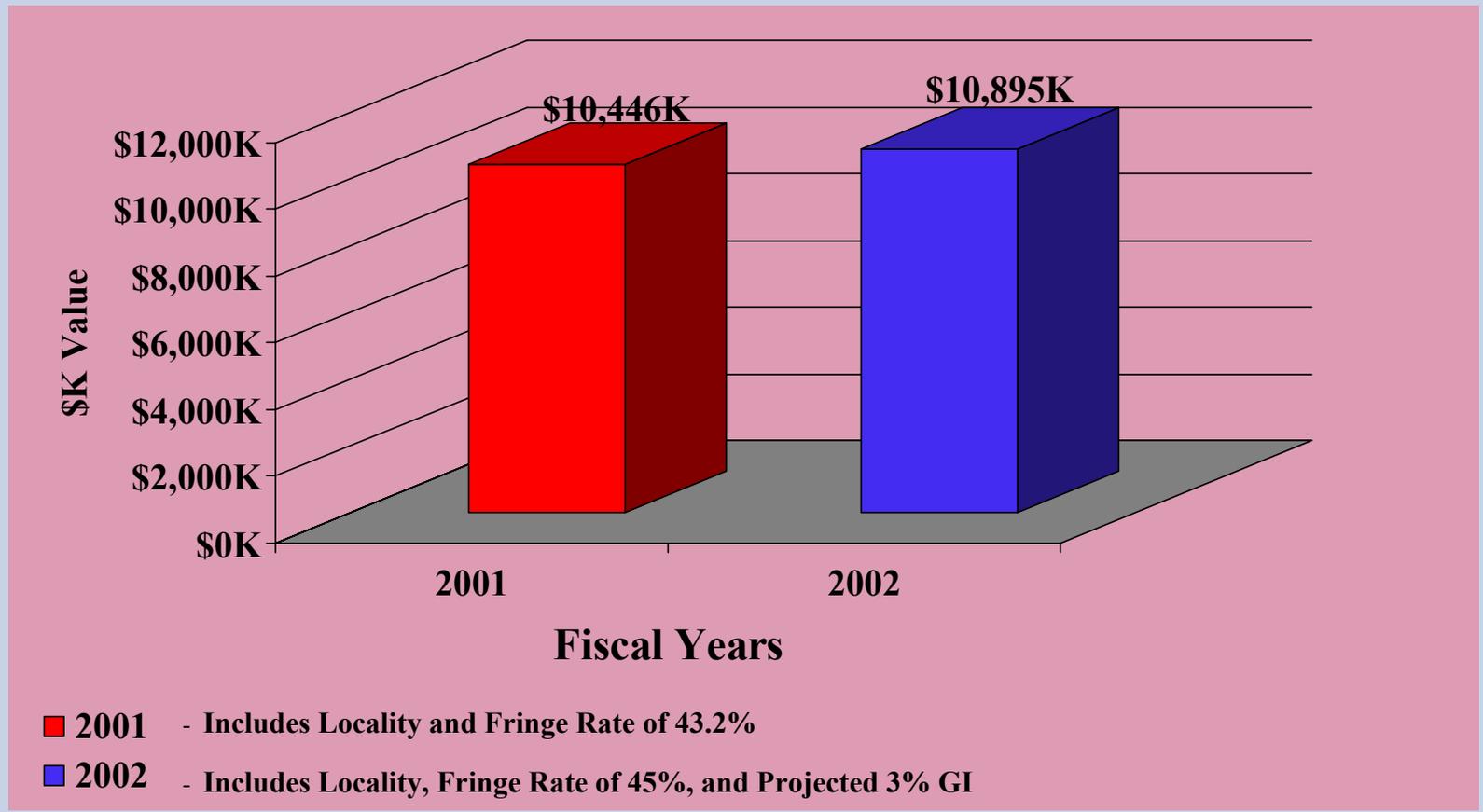
# Analysis of Over-compensated Employees

• Total Over-compensated in 2000	166
• # Separated Since 2000	36
• % Separated Since 2000	21.7%
• # in Normal Range in 2001	60
• % in Normal Range in 2001	36.1%
• # Under-compensated in 2001	2
• % Under-compensated in 2001	1.2%
• # Excepted in 2001	1
• % Excepted on 2001	0.6%
• Total # "Resolved" Above	99
• Total % "Resolved" Above	59.4%
• # Still Over-compensated in 2001	67
• % Still Over-compensated in 2001	40.4%



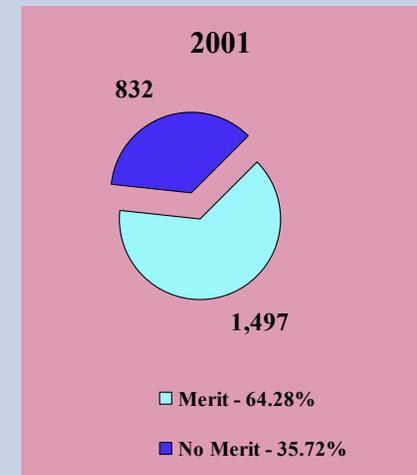
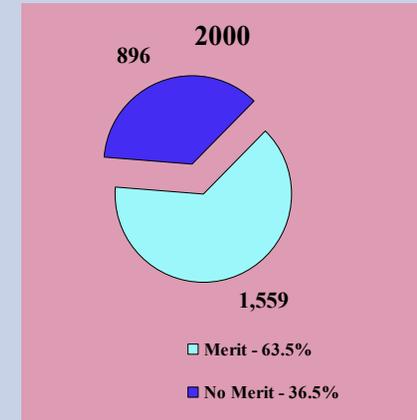


# Total Cost of Overcompensated Employees (with Fringe Rate Added)



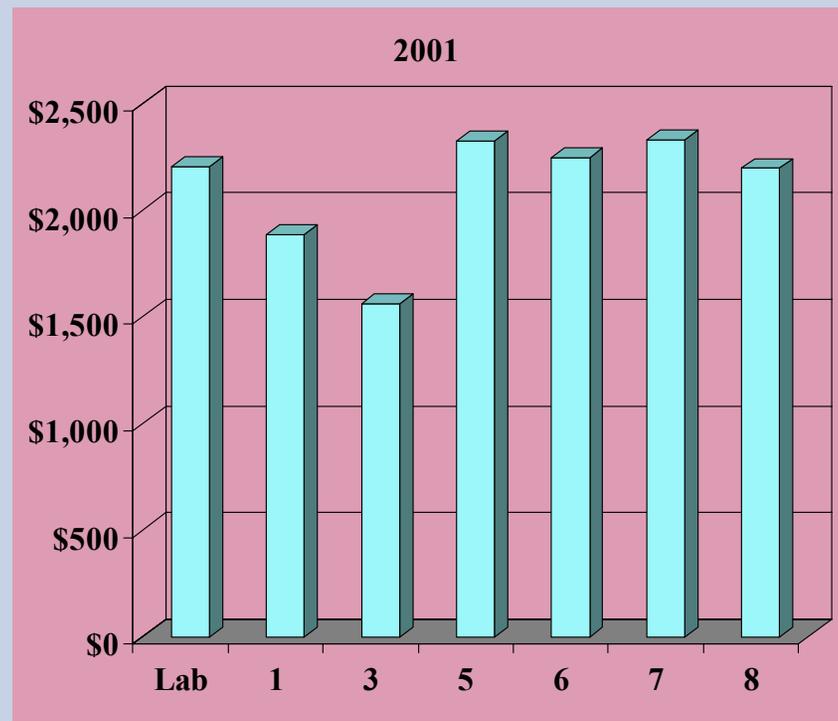
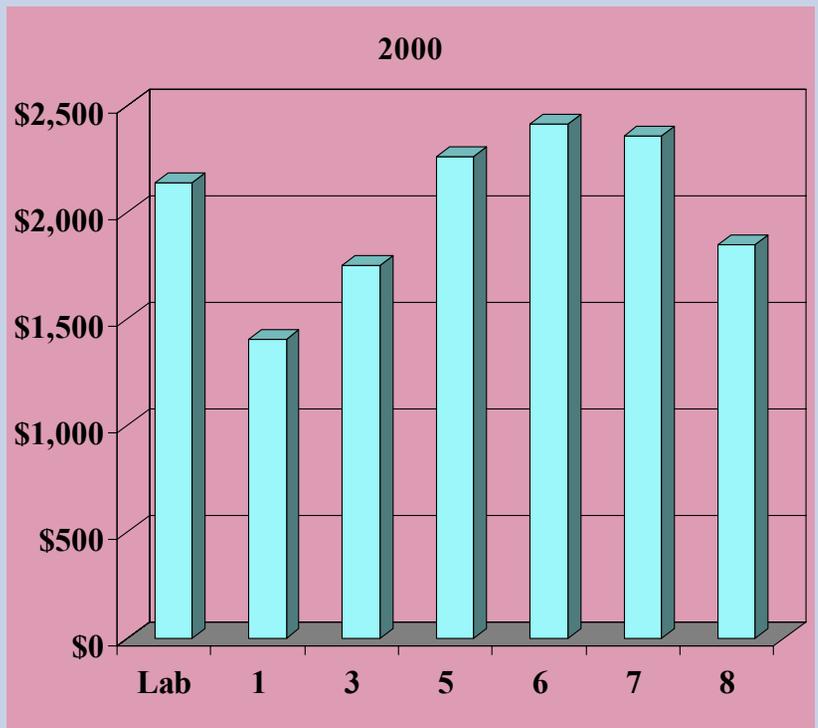
# Merit Increases (MI) Granted

	2000	2001
• Merit Increases	1559	1497
• Total \$ Value	\$3,335,589	\$3,297,754
• Average \$ Value	\$2,140	\$2,203
• Average % of Basic Pay	3.76%	3.71%
• Low \$ Value	\$14	\$4
• Low % of Basic Pay	0.04%	0.01%
• Median \$ Value	\$1,698	\$1,816
• Median % of Basic Pay	3%	3%
• High \$ Value	\$12,005	\$14,101
• High % of Basic Pay	20%	20%



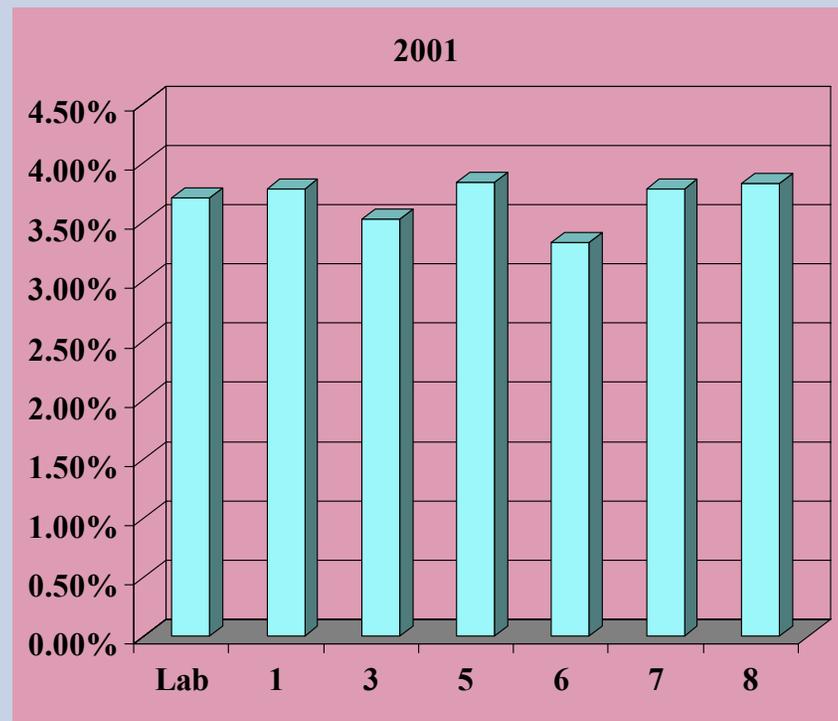
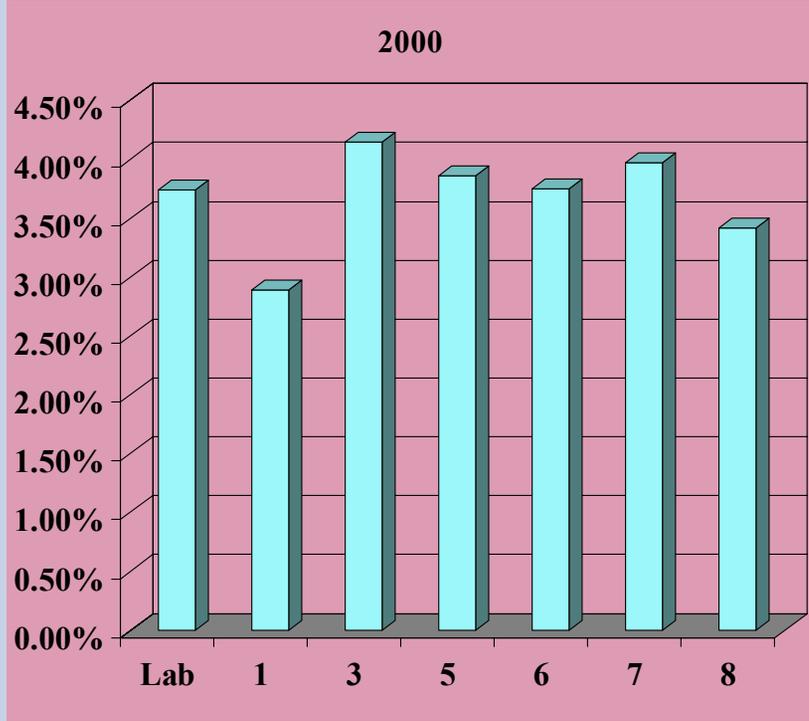


## Merit Increases (MI) - Average \$ Amount by Directorate



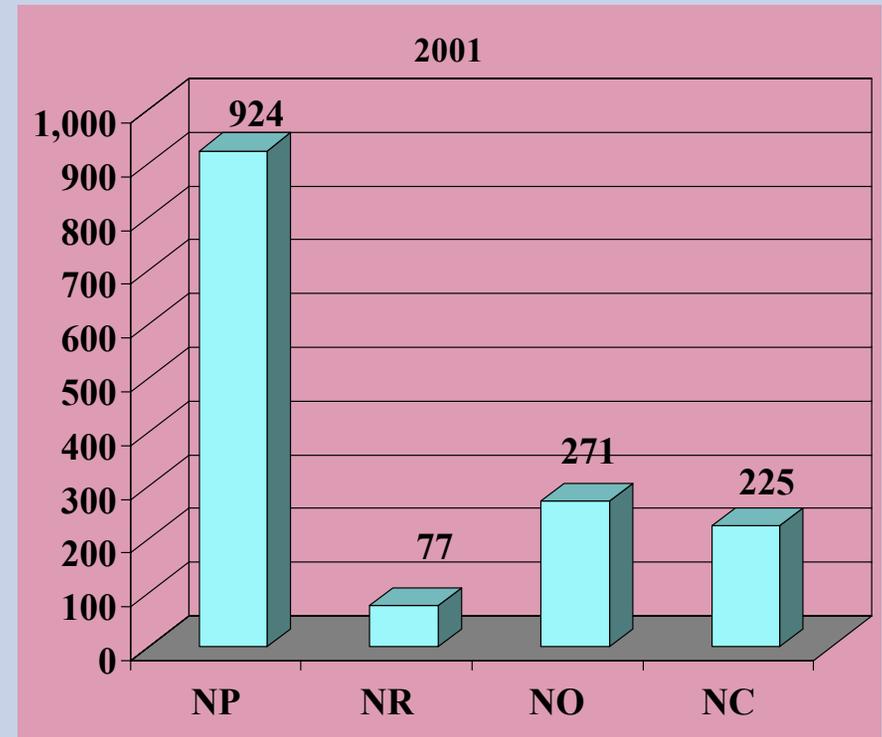
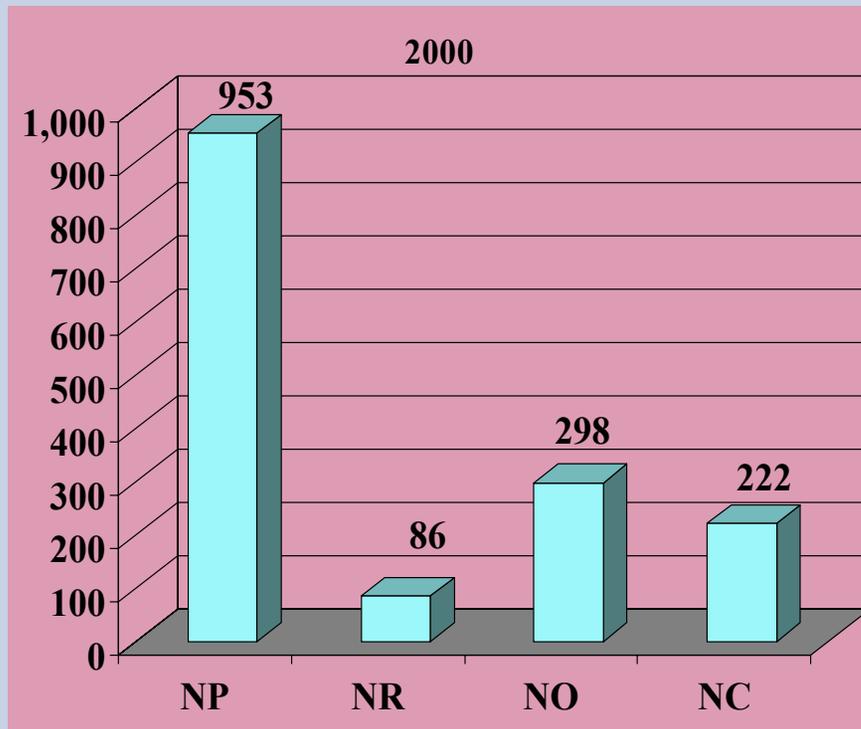


# Merit Increases (MI) - Average % of Basic Pay by Directorate





## Merit Increases (MI) - Lab-wide Number by Career Track



NP = S&E Prof

NR = S&E Tech

NO = Admin S/P

NC = Admin Support

# Merit Increases (MI) - Average \$ Amount by Career Track



NP = S&E Prof

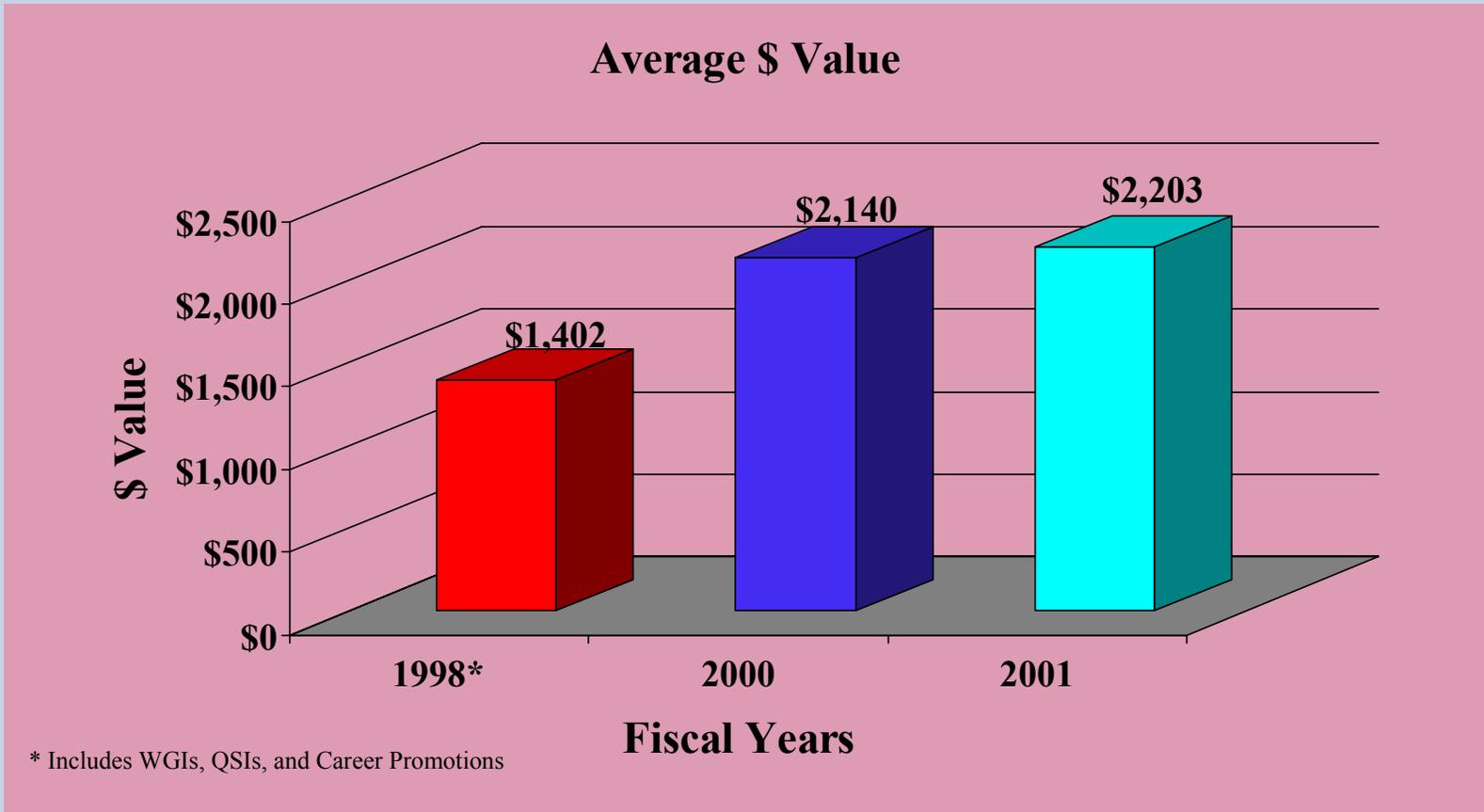
NR = S&E Tech

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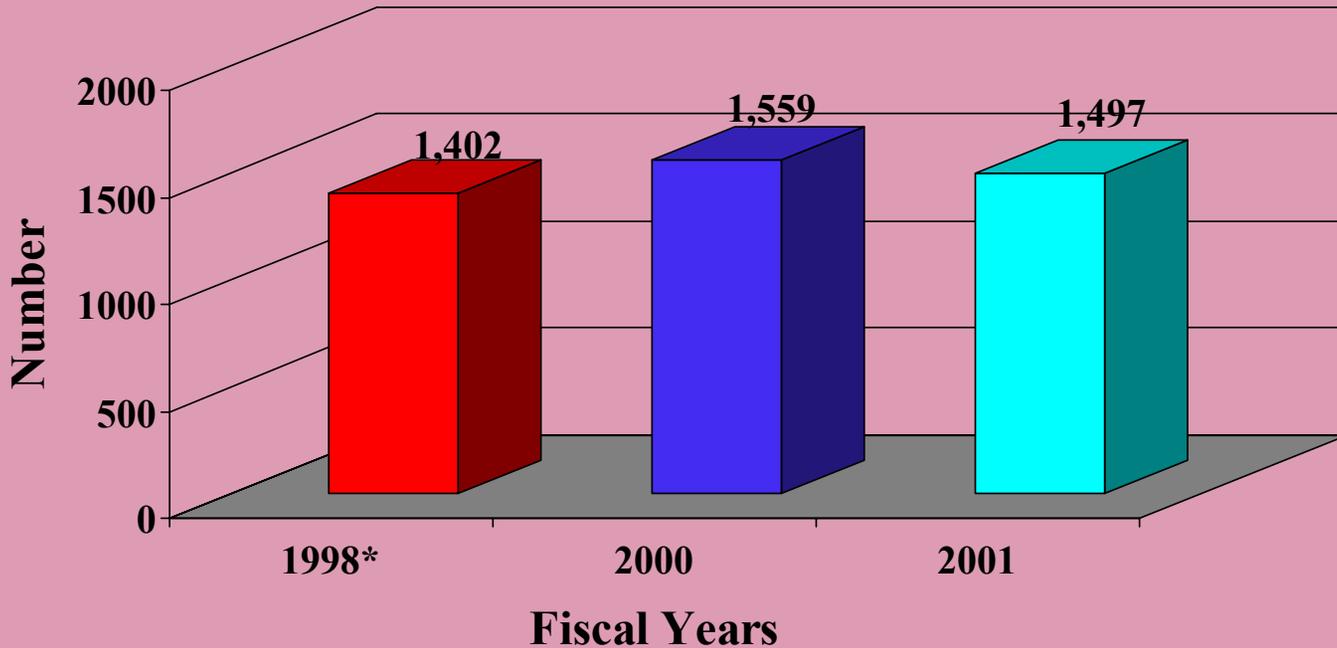


## Merit Increases Before and After Demo





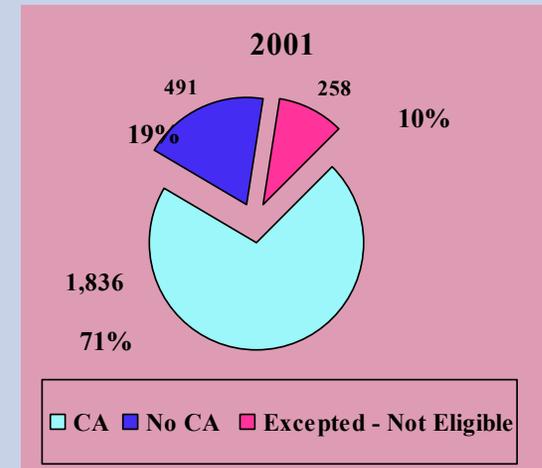
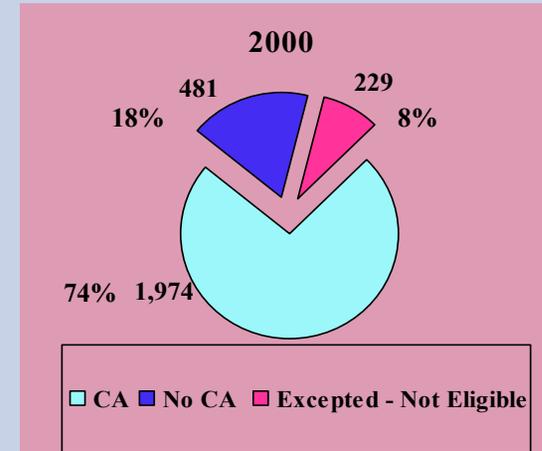
## Merit Increases Before and After Demo



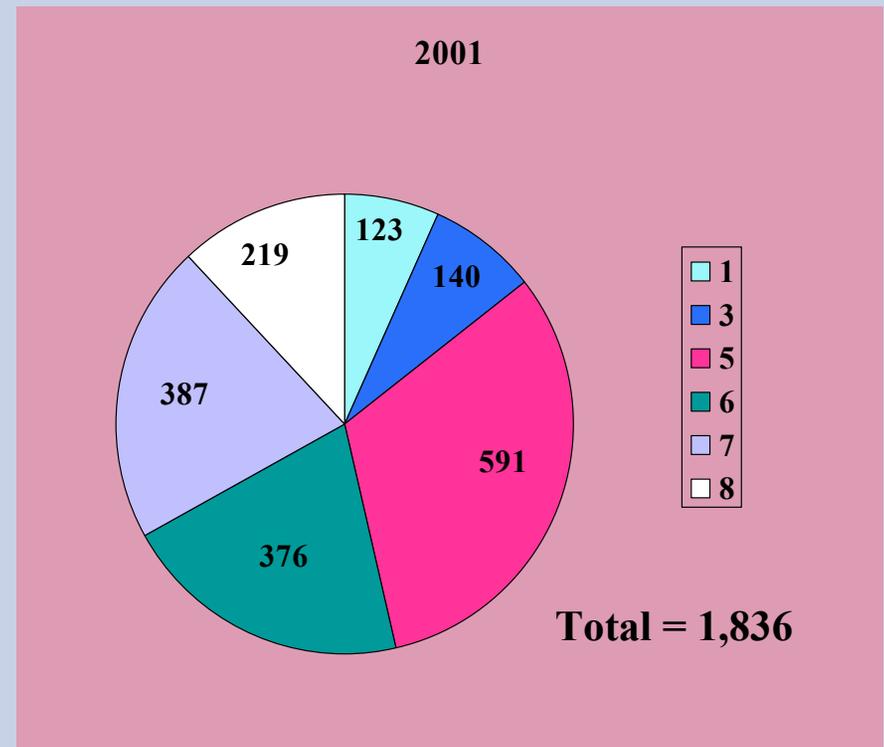
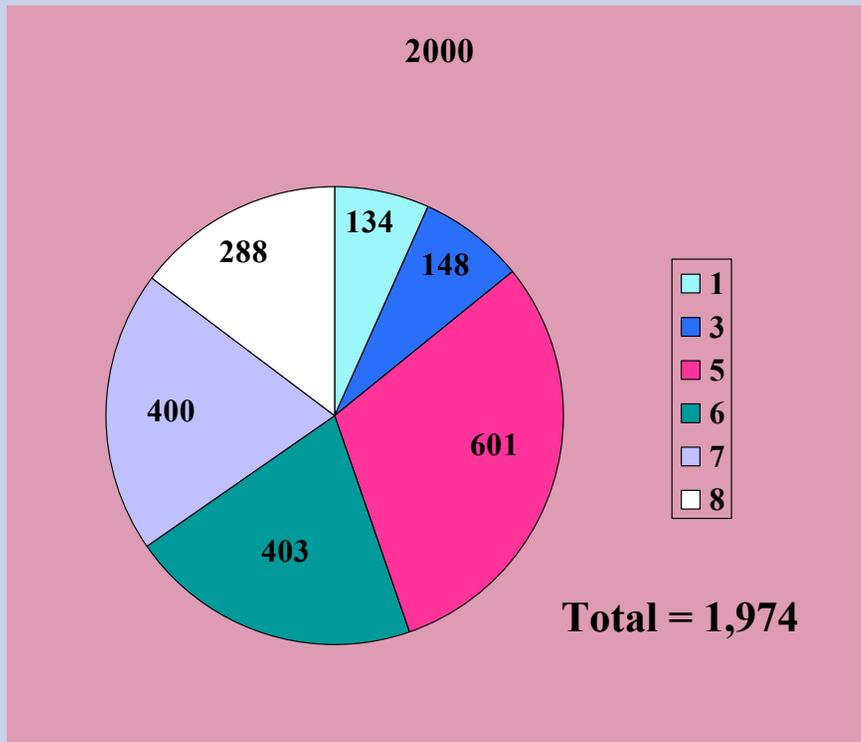
\* Includes WGIs, QSIs, and Career Promotions

# Contribution Awards (CA) Granted

	2000	2001
• Contribution Awards	1,974	1,836
• Total \$ Value	\$3,480,539	\$3,475,734
• Average \$ Value	\$1,763	\$1,893
• Low \$ Value	\$100	\$50
• Low % of Basic Pay	0.28%	0.31%
• Median \$ Value	\$1,389	\$1,300
• Median % of Basic Pay	2.51%	1.53%
• High \$ Value	\$15,491	\$20,720
• High % of Basic Pay	23.91%	20.00%
<ul style="list-style-type: none"> <li>• Note: CA funded at 2% of Basic Pay in 2000, rather than normal 1.5 %, due to extended rating period.</li> <li>• Note: CAs granted in lieu of DCAs in 2001. Total \$ value of those CAs = \$615,598</li> </ul>		

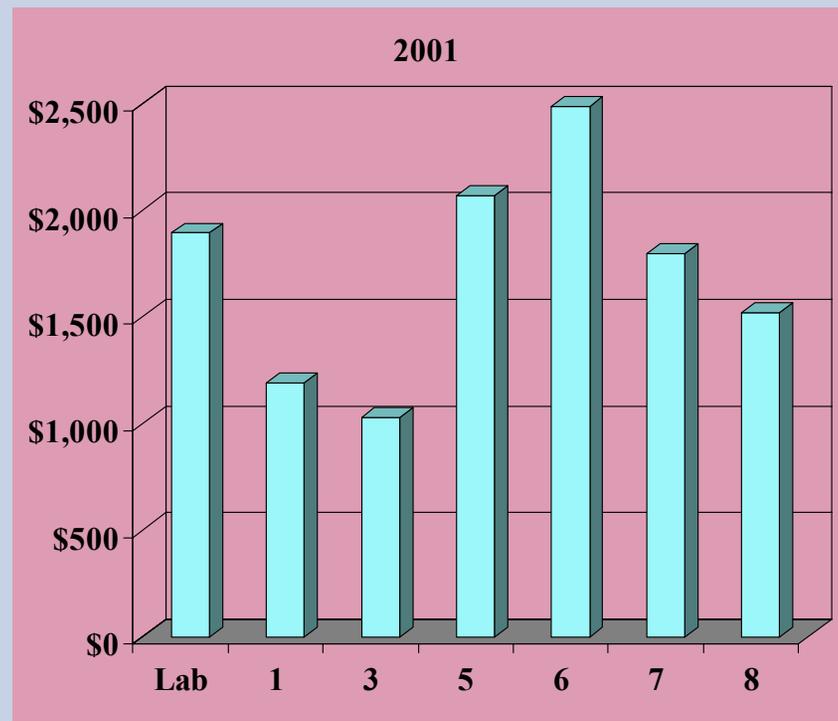
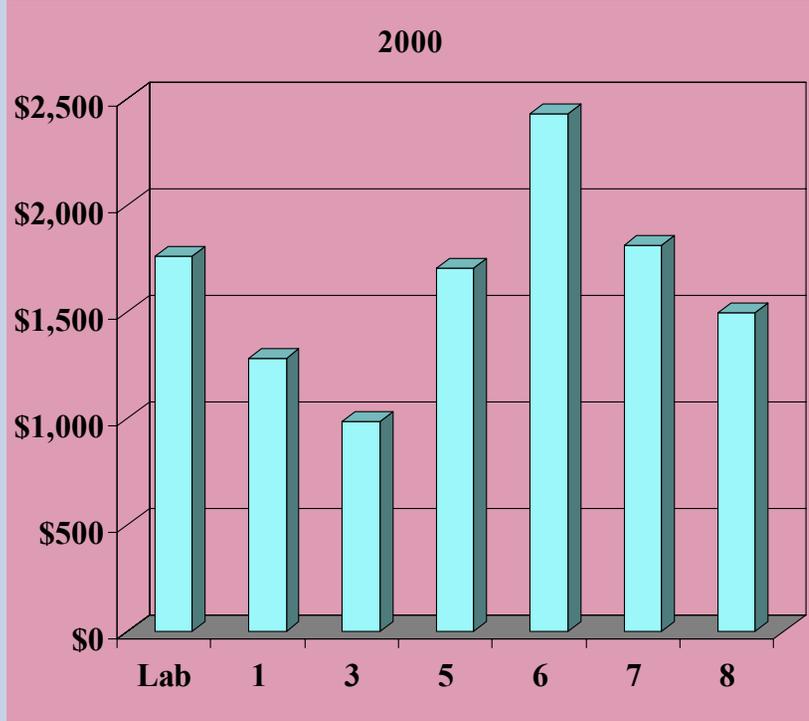


# Contribution Awards (CA) - Numbers by Directorate



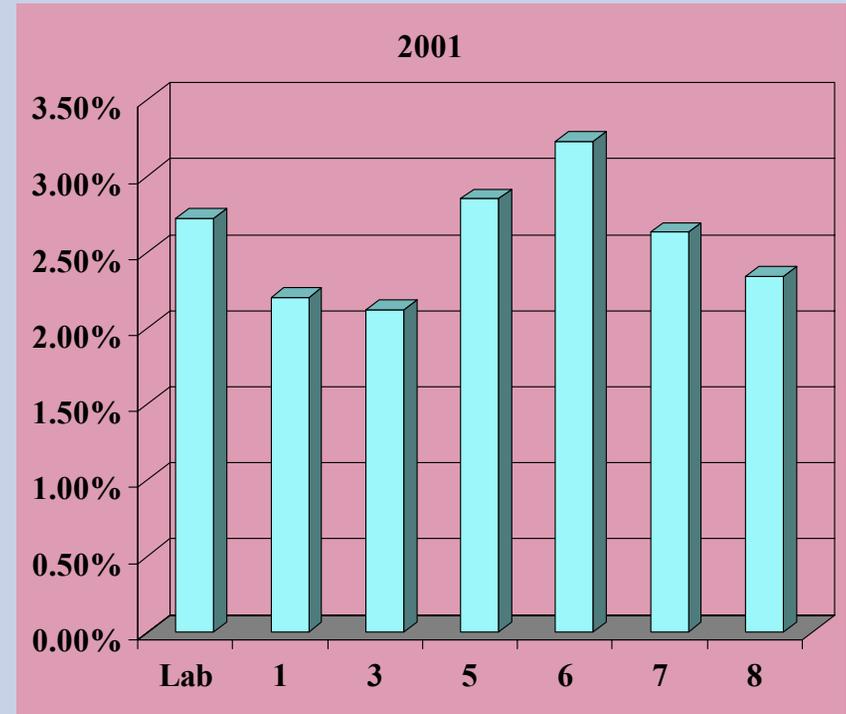
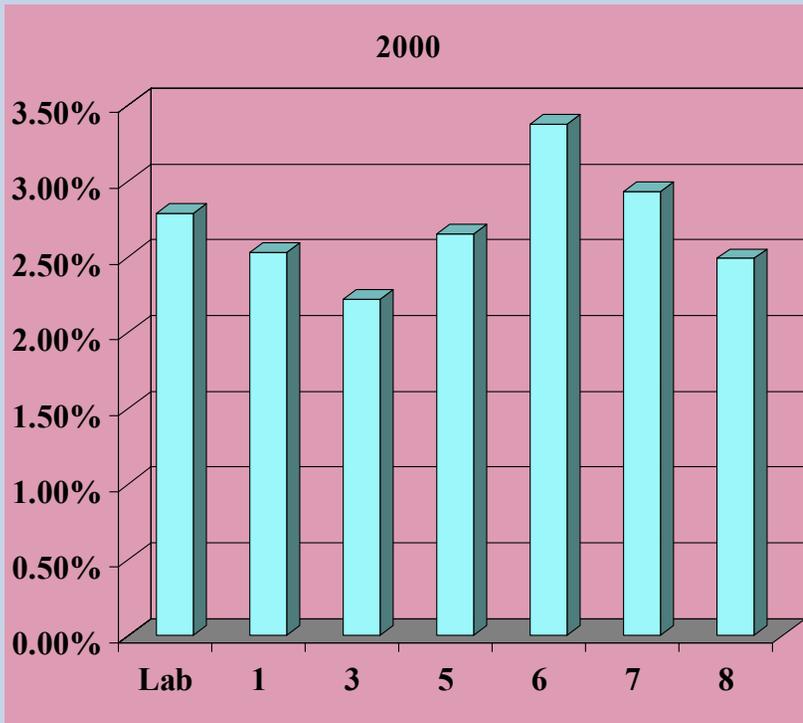


## Contribution Awards (CA) - Average \$ Amount by Directorate



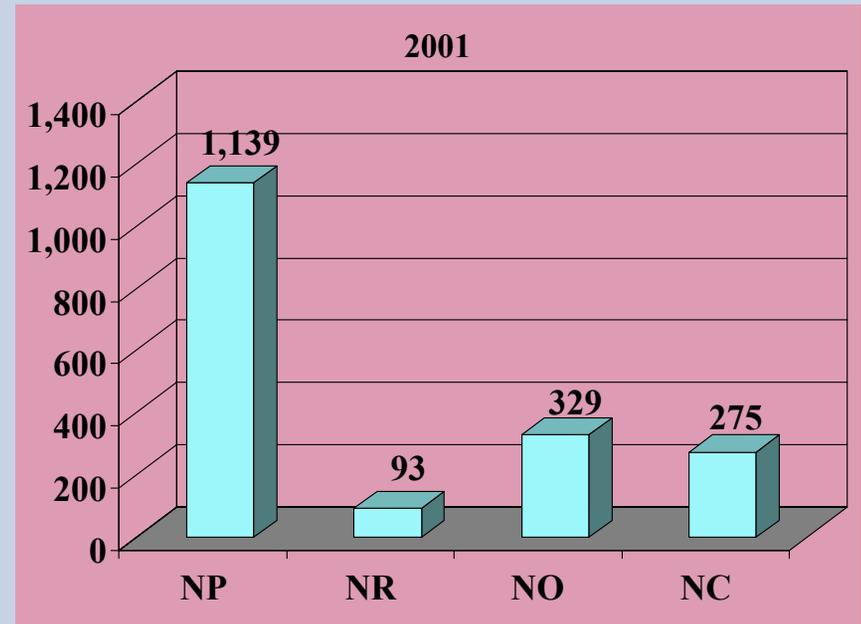
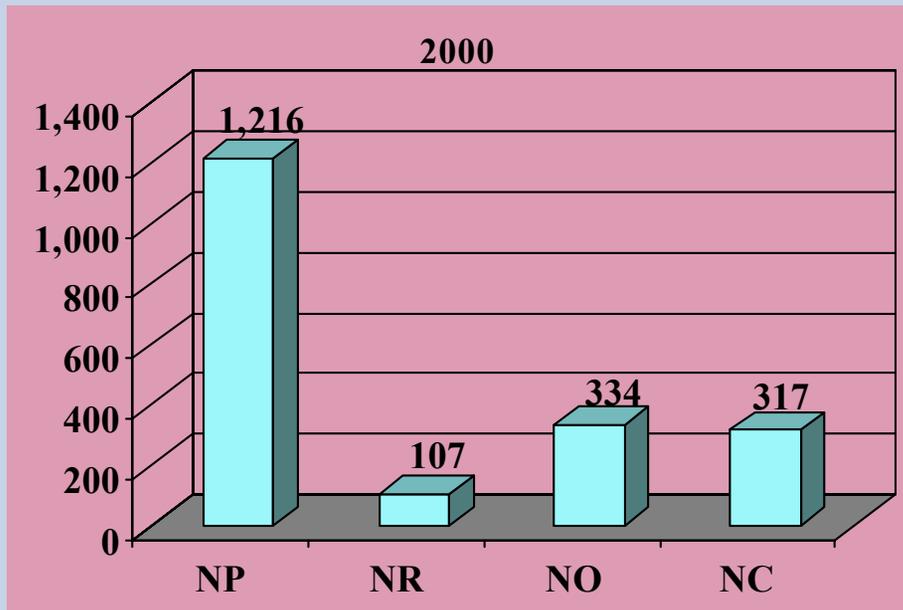


## Contribution Awards (CA) - Average % of Basic Pay by Directorate



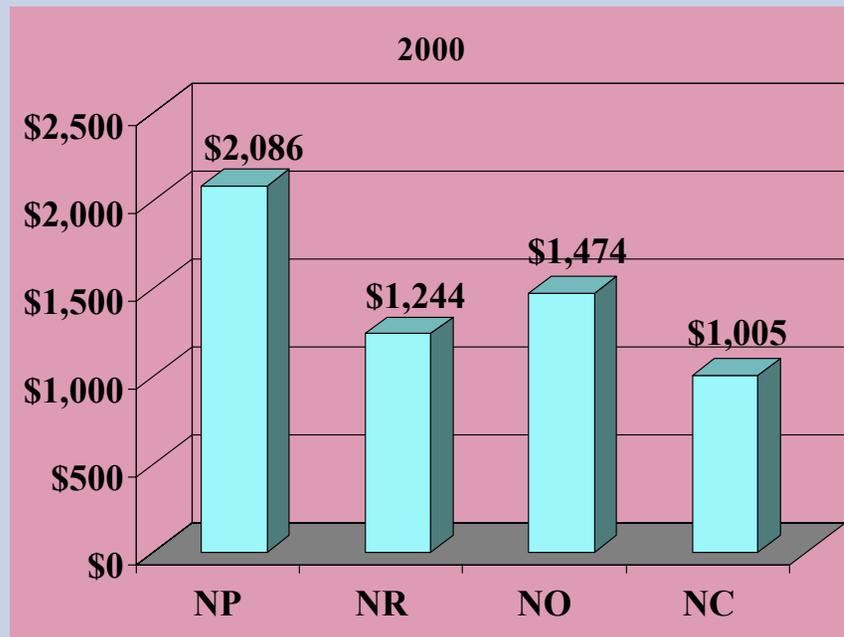


## Contribution Awards (CA) - Lab-wide Numbers by Career Track



NP = S&E Prof NR = S&E Tech  
NO = Admin S/P NC = Admin Support

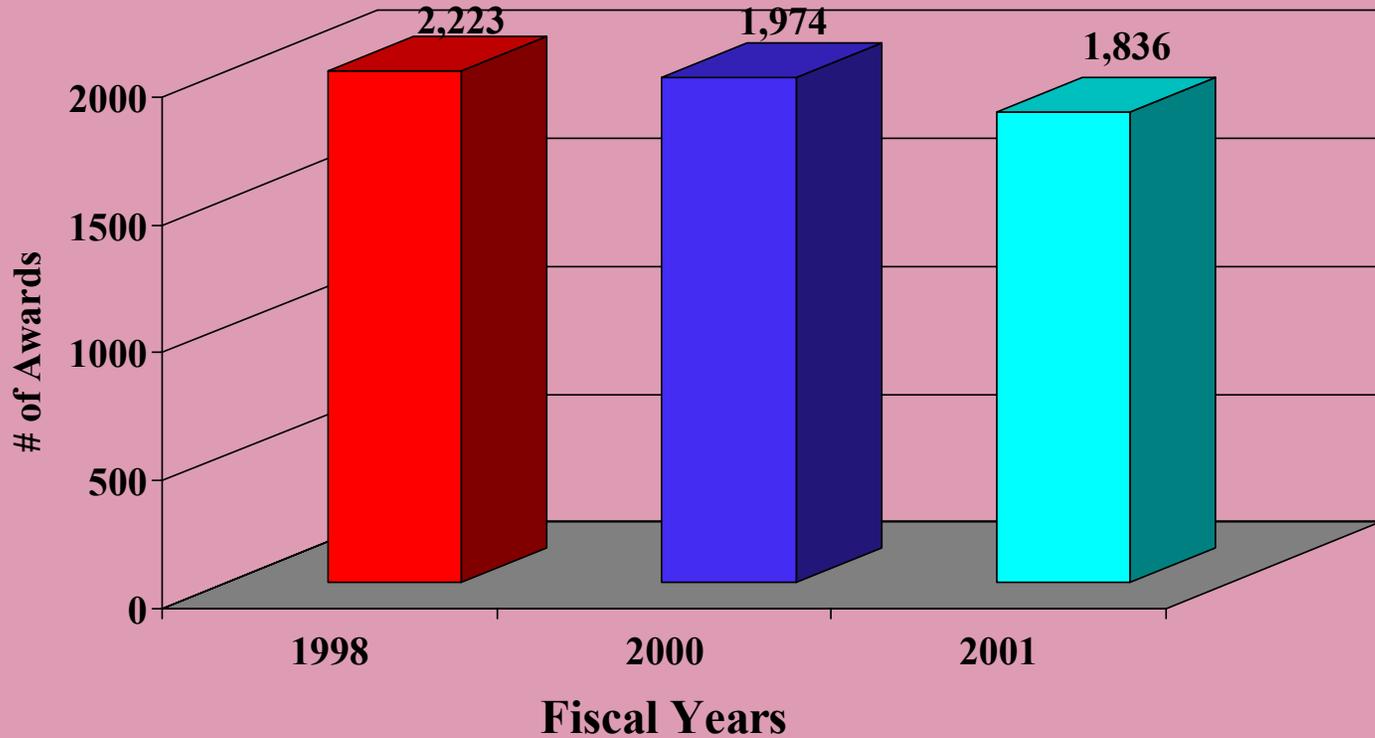
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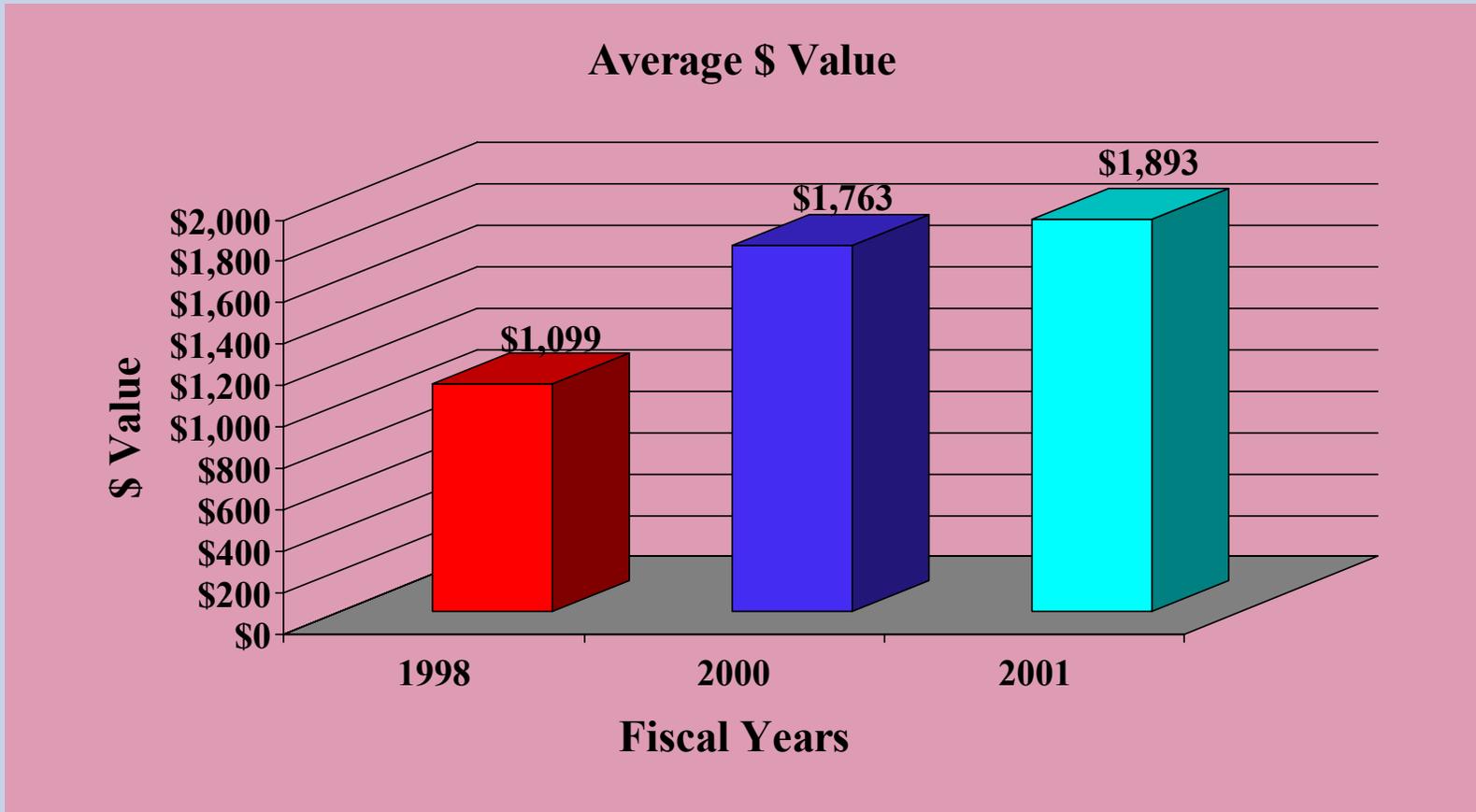


# Contribution Awards Before and After Demo



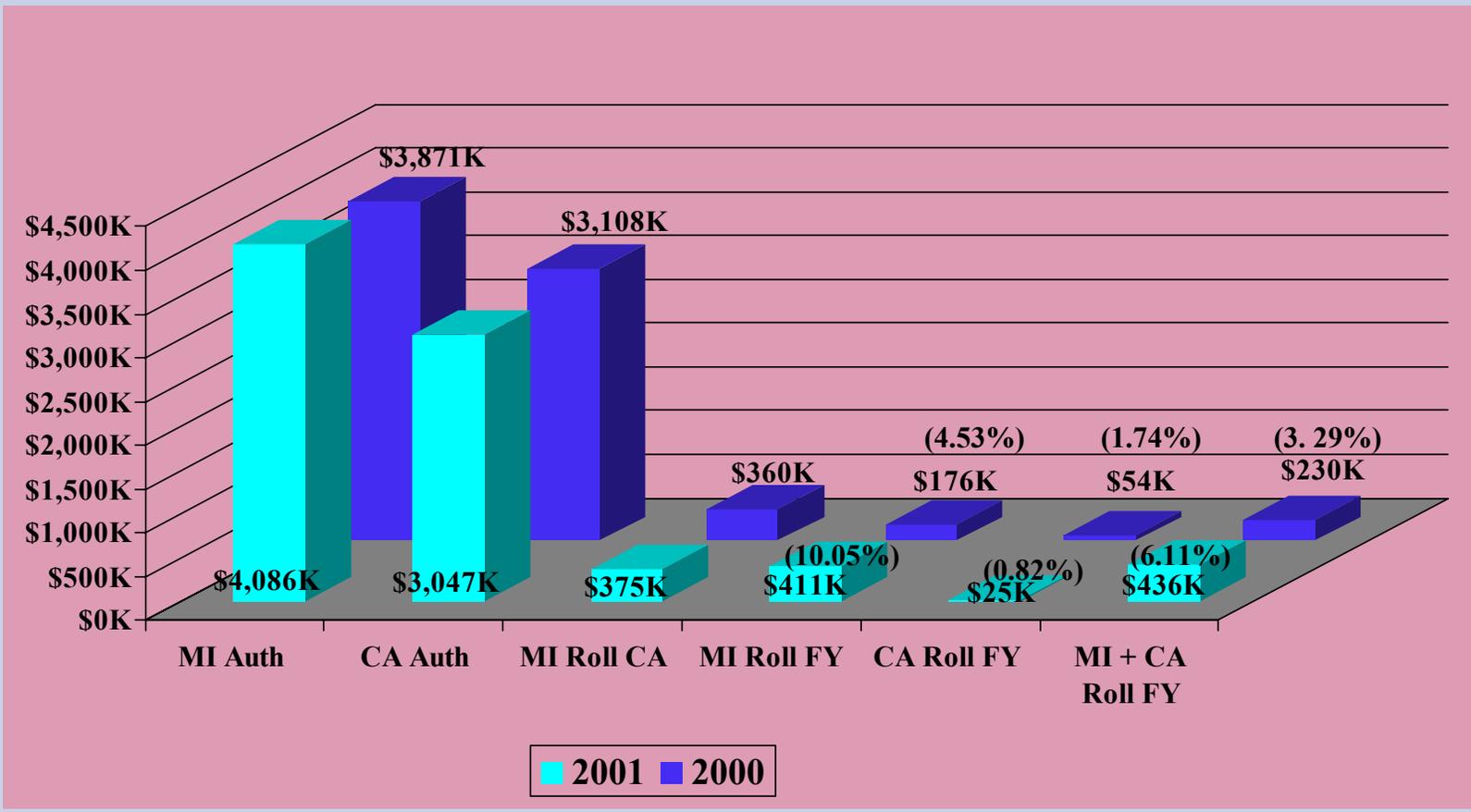


## Contribution Awards Before and After Demo





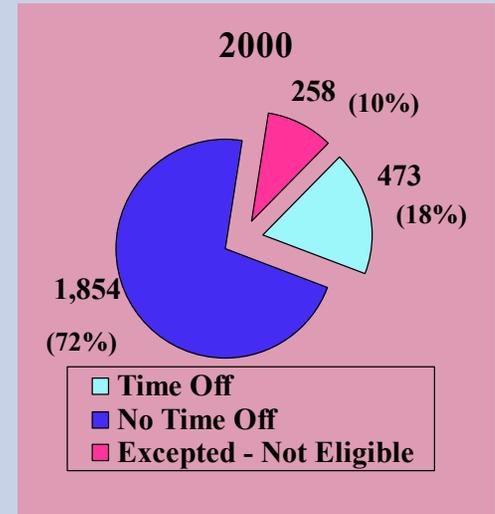
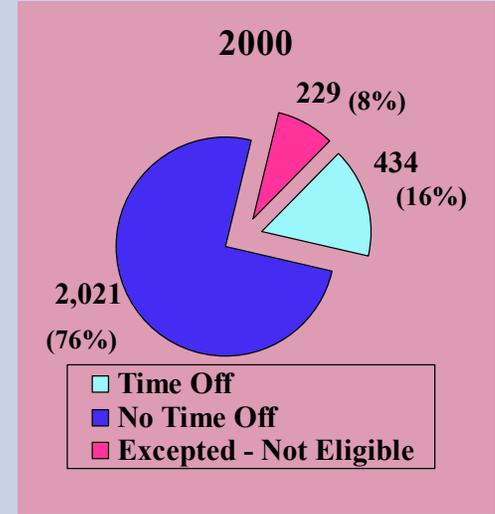
# MI and CA \$K Roll Over Lab-wide





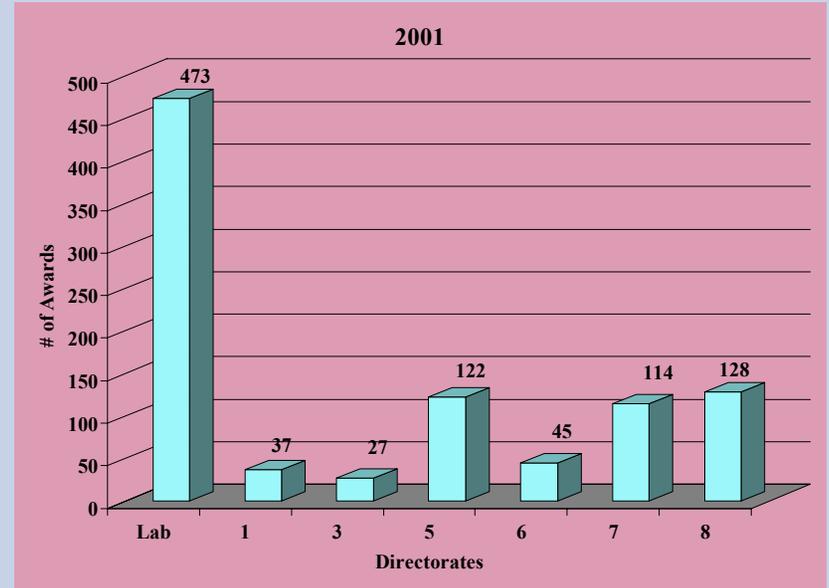
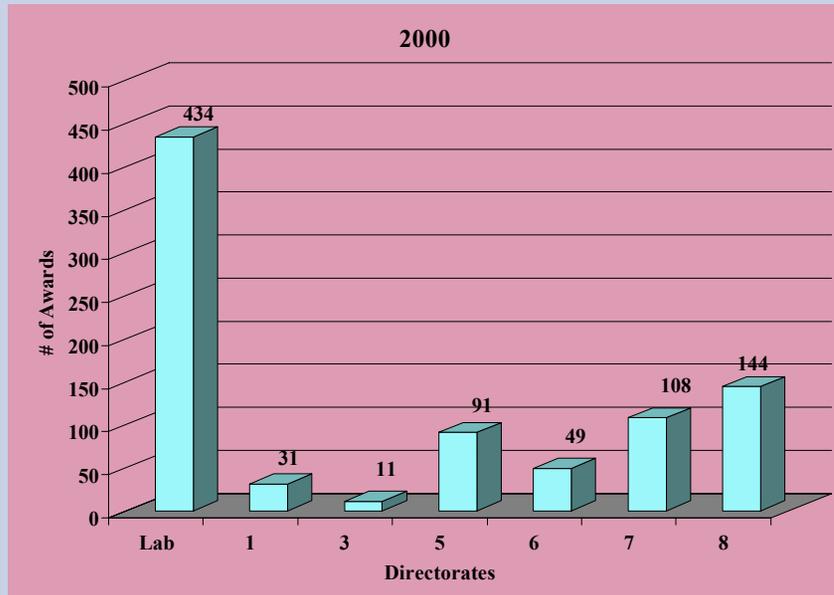
## Time-off Awards

	2000	2001
• Time-off Awards Granted	434	473
• Total \$ Value	\$389,690	\$461,593
• Average \$ Value	\$1,763	\$1,893
• Average % of Basic Pay	1.65%	1.74%
• Total # of Hours Granted	14,931	17,214
• Average # of Hours Granted	34	36





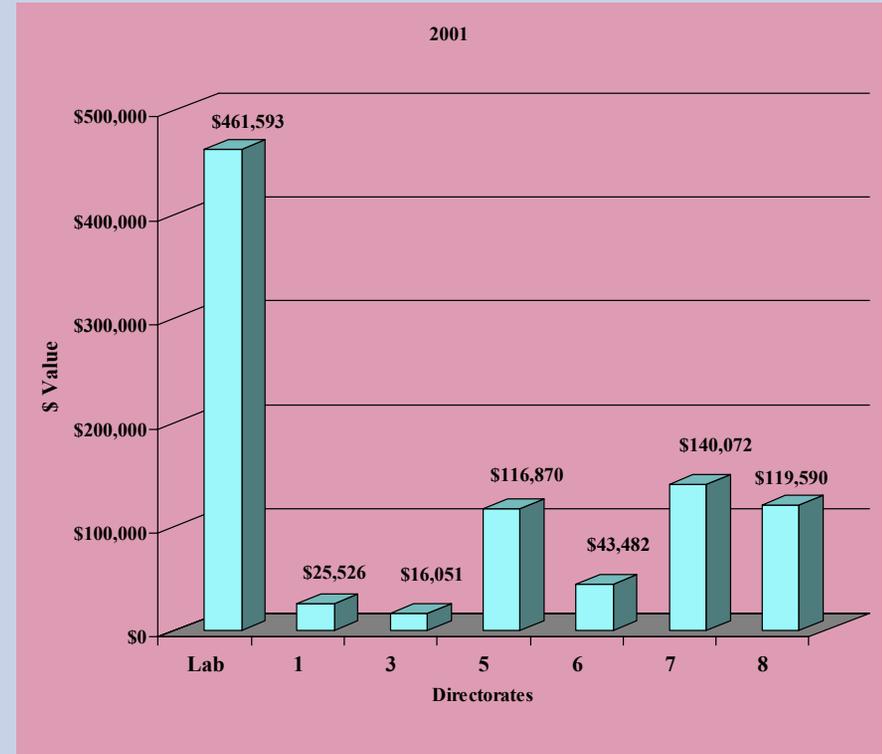
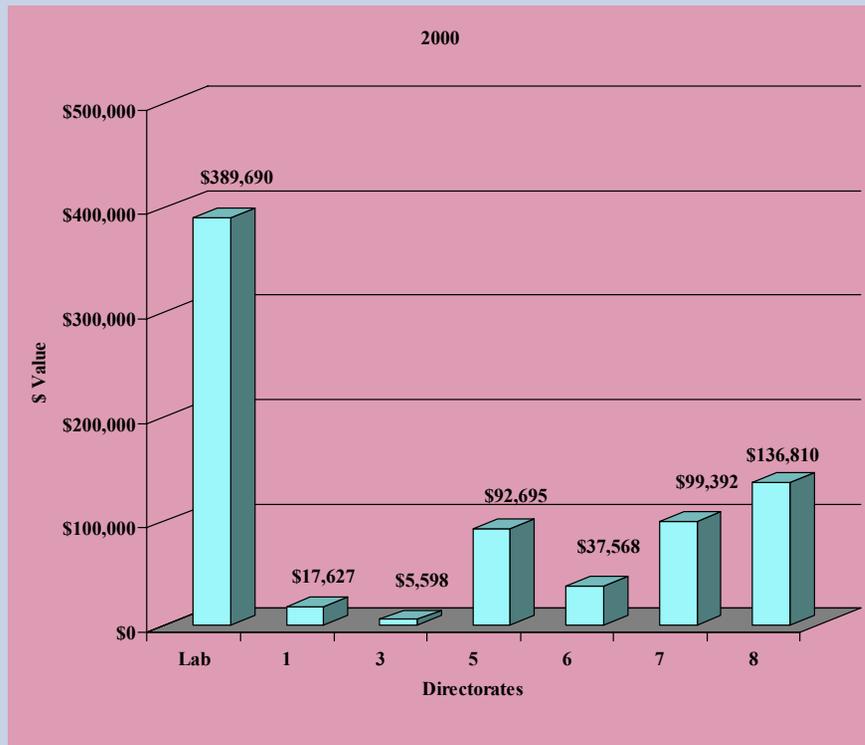
## Time-off Awards Number by Directorate





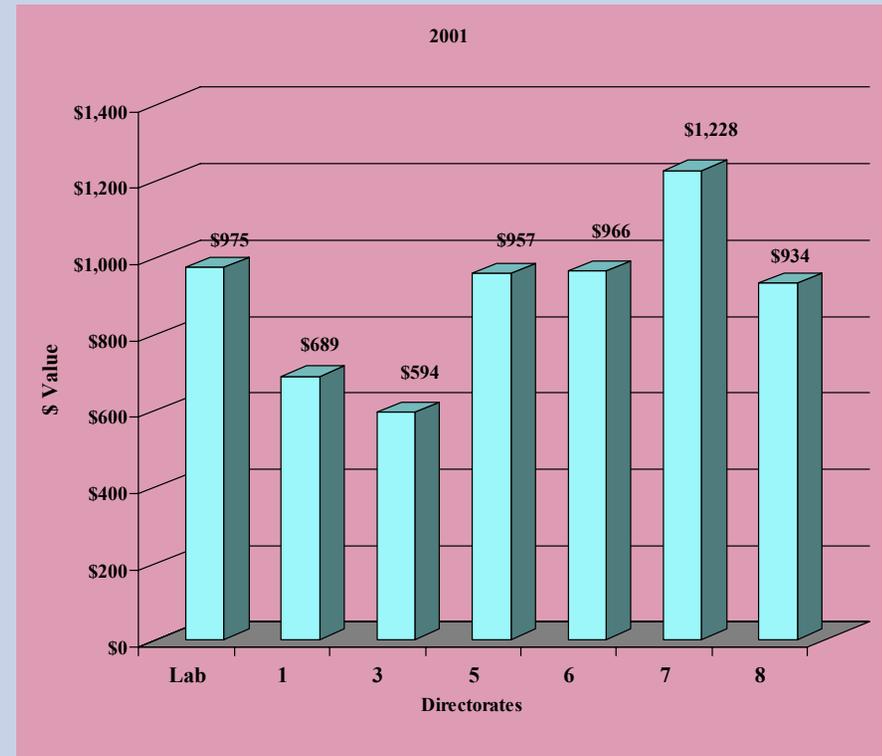
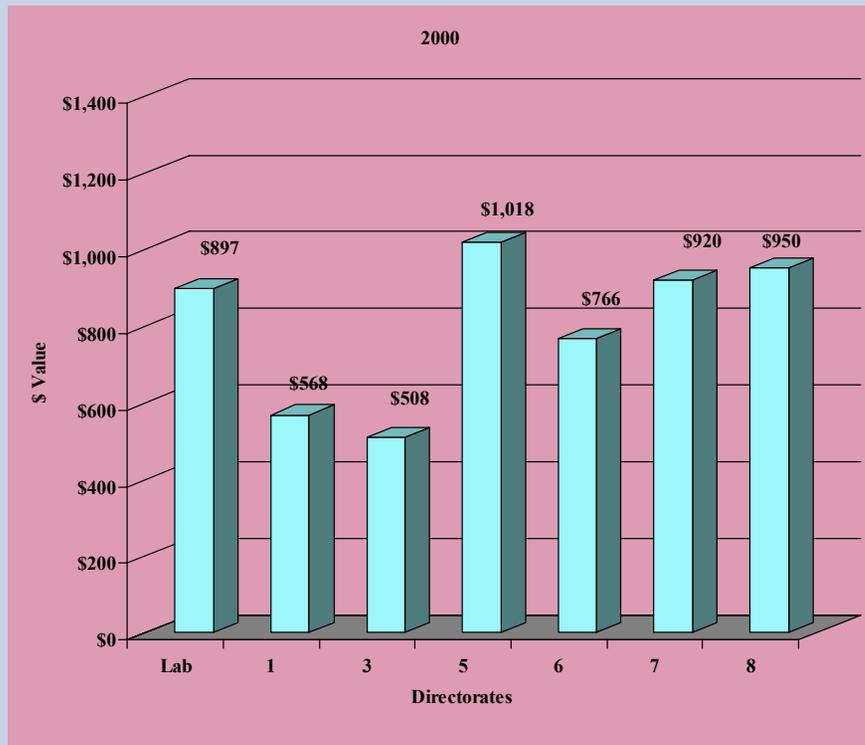
## Time-off Awards

### Total Basic Pay \$ Value by Directorate



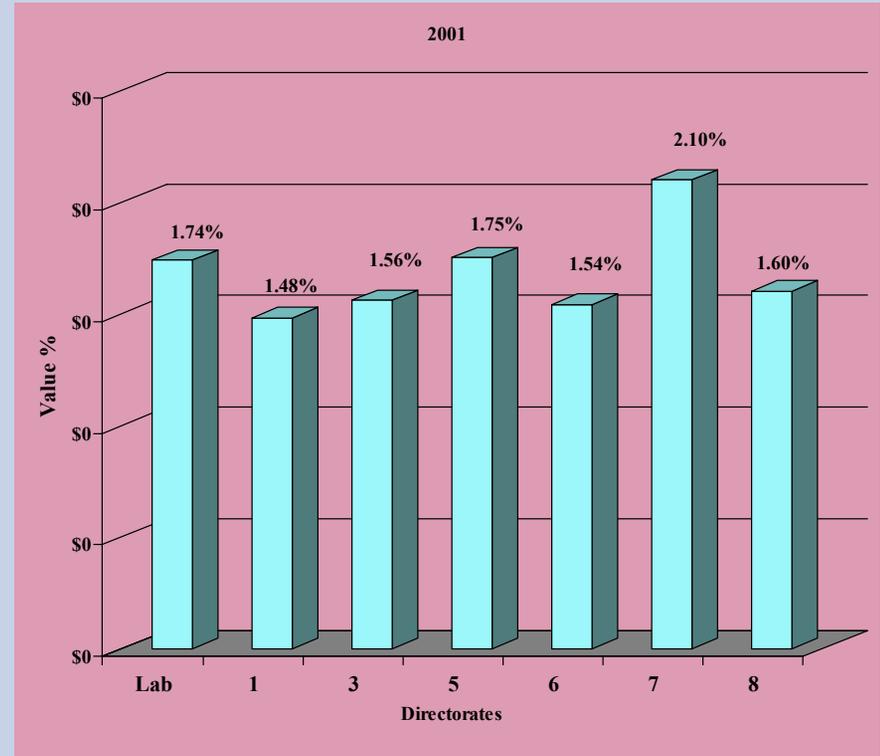
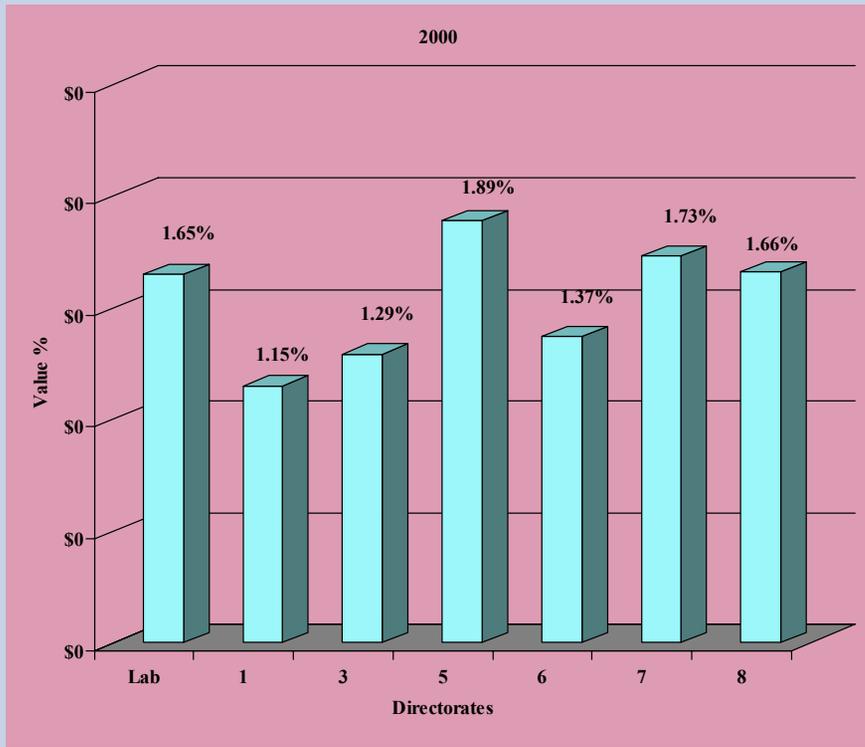
# Time-off Awards

## Average \$ Value by Directorate



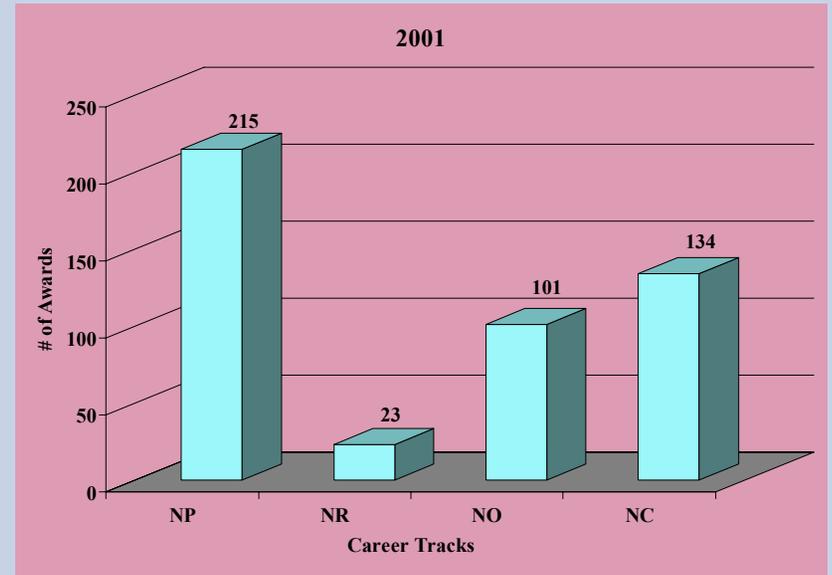
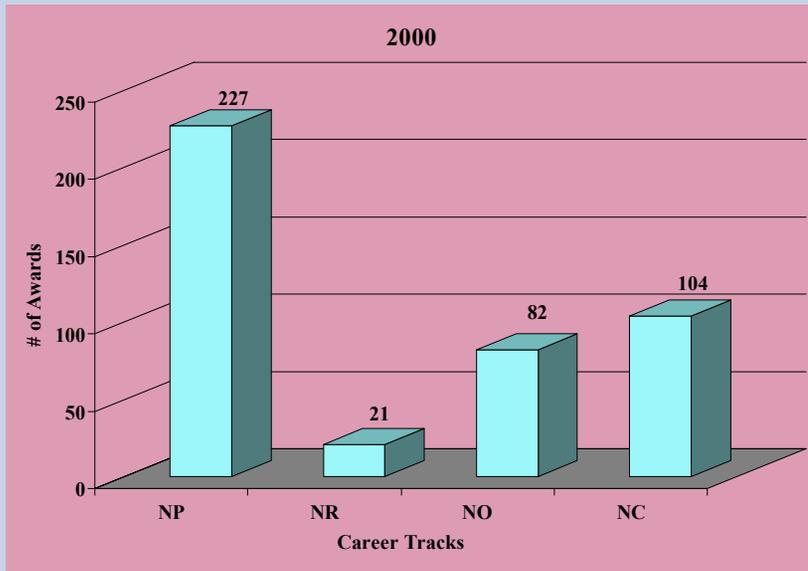


## Time-off Awards Average % of Basic Pay by Directorate





## Time-off Awards Number by Career Track



NP = S&E Prof

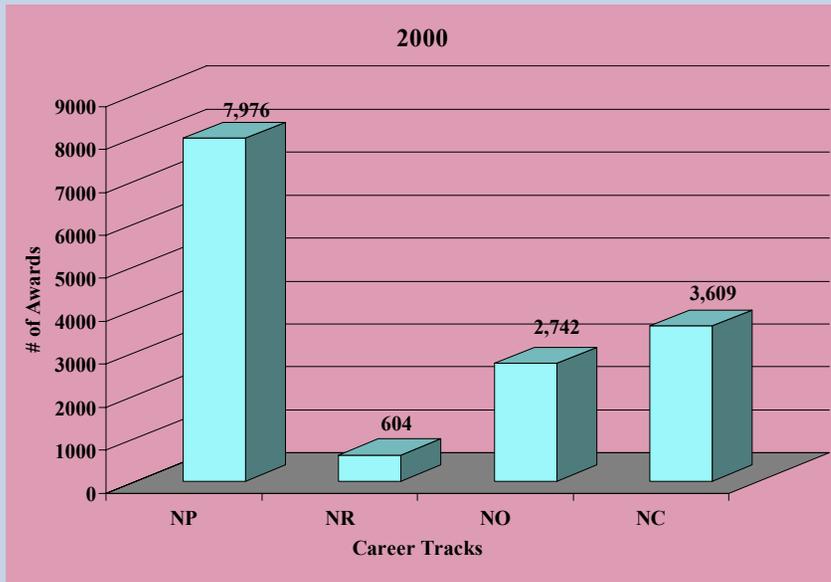
NR = S&E Tech

NO = Admin S/P

NC = Admin Support



## Time-off Awards Number of Hours by Career Track



NP = S&E Prof

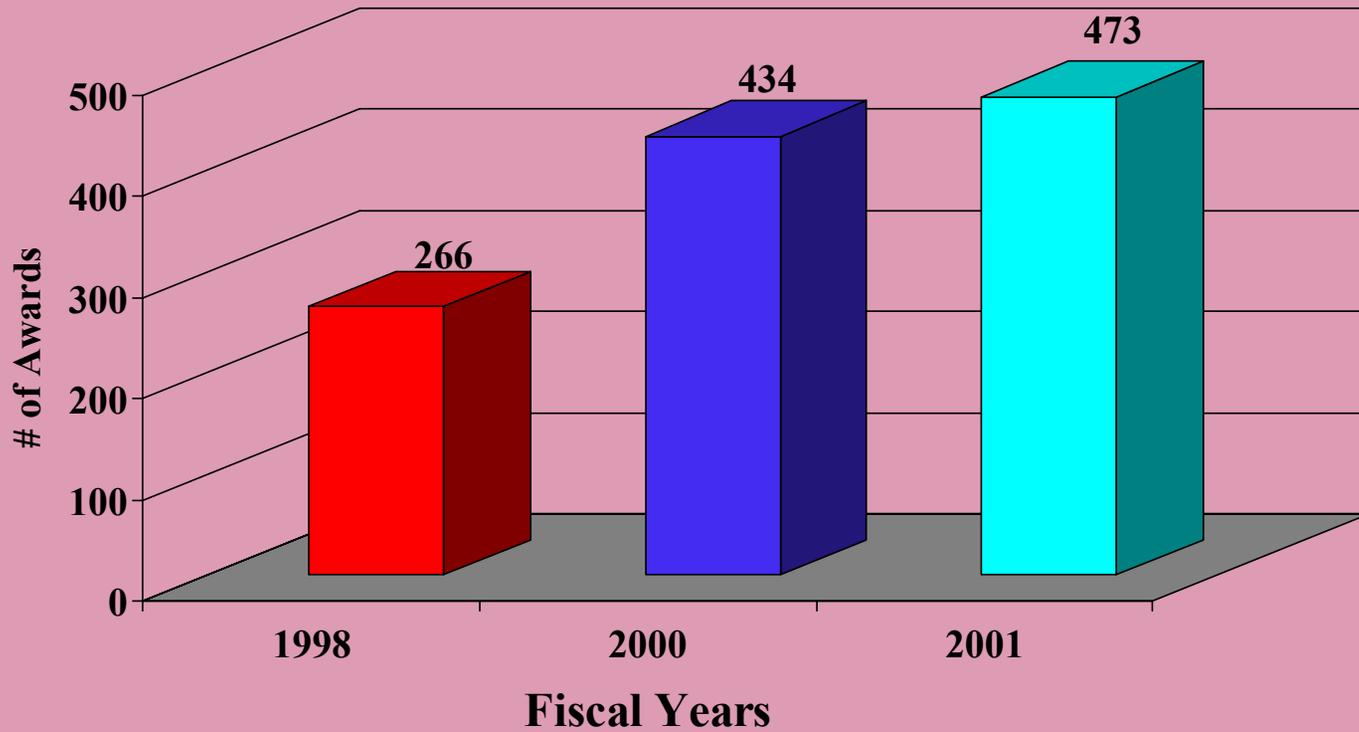
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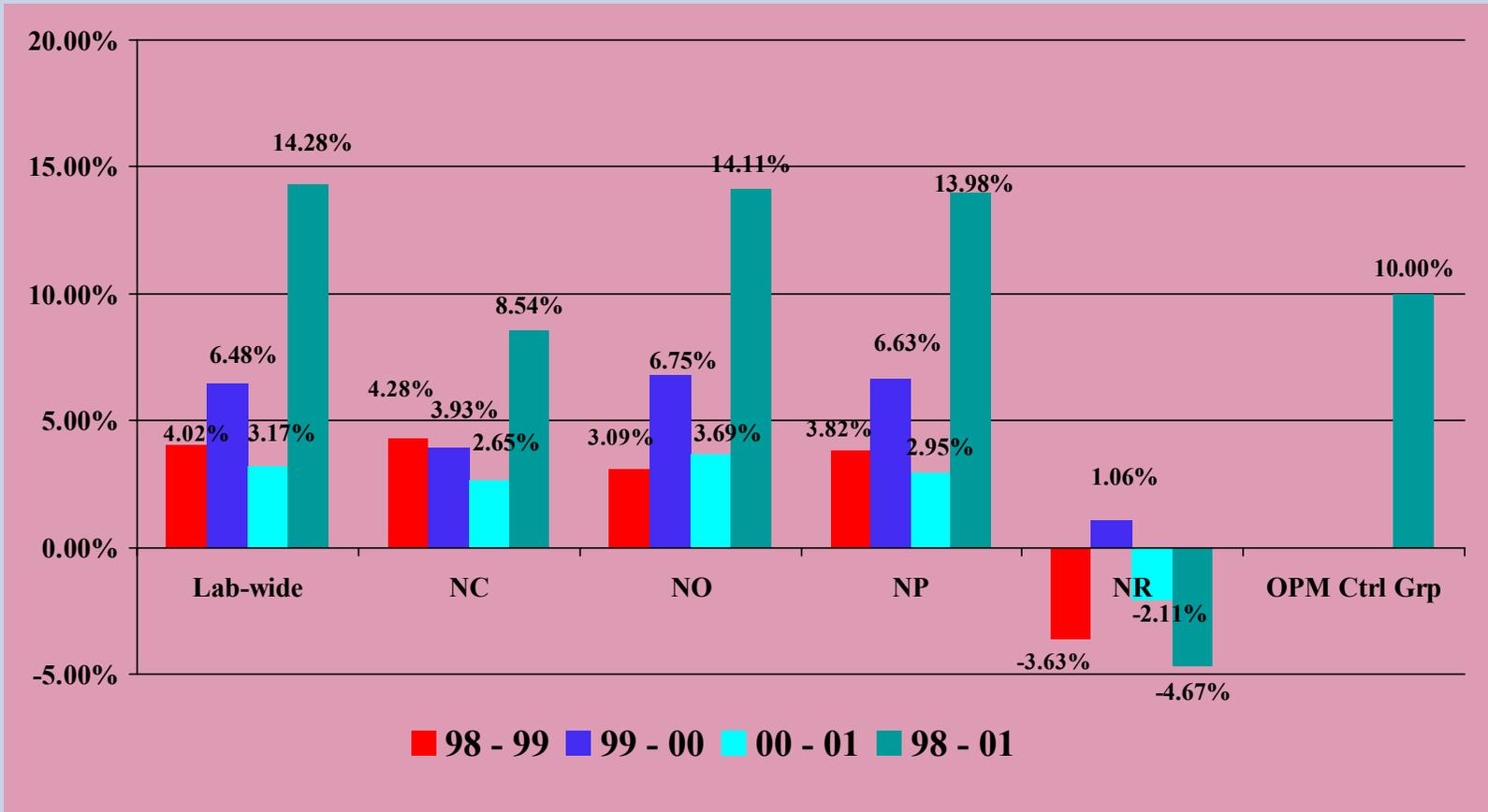


## Time-off Awards Before and After Demo



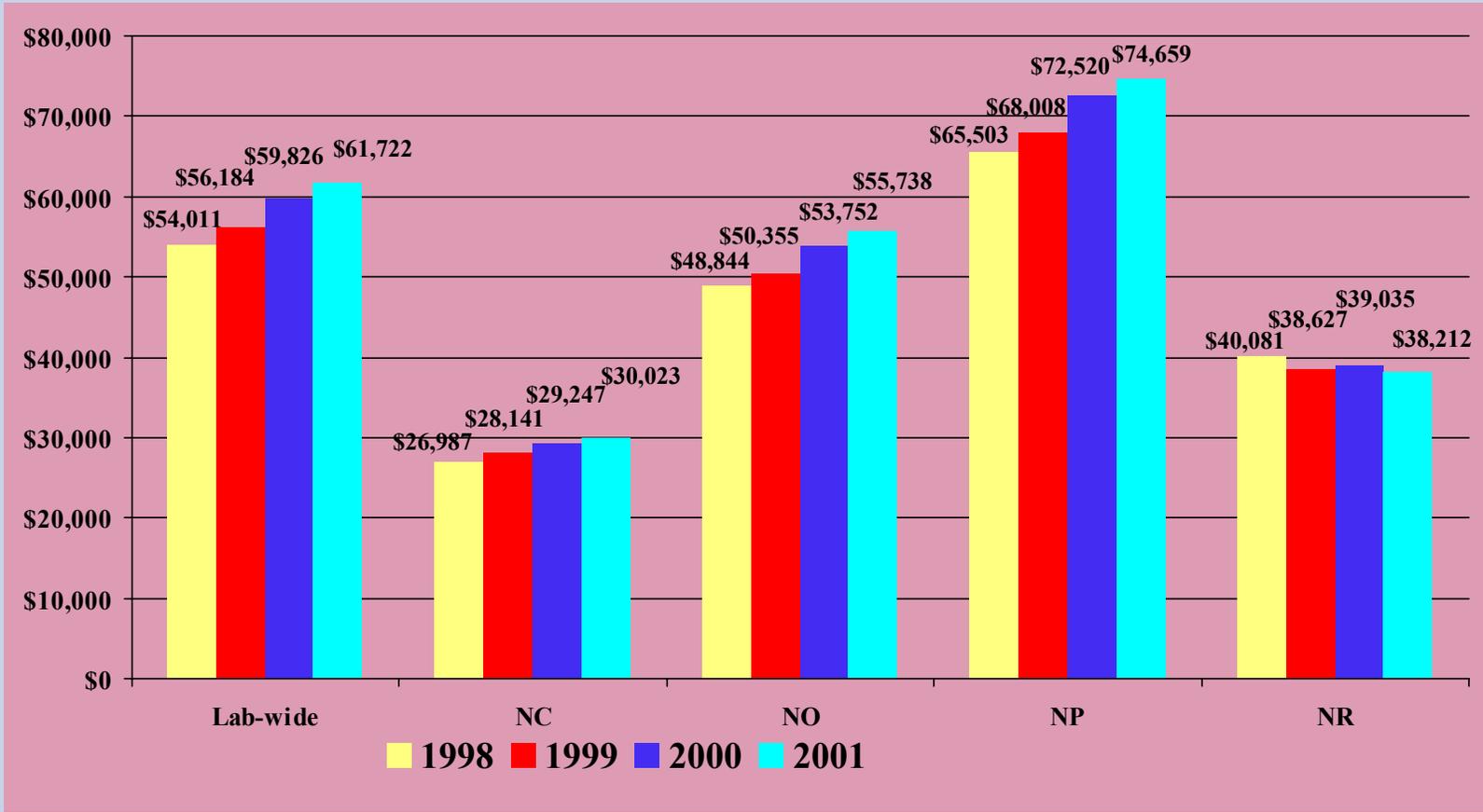


## Basic Pay Increase % Progression Before and After Demo Lab-wide by Career Track



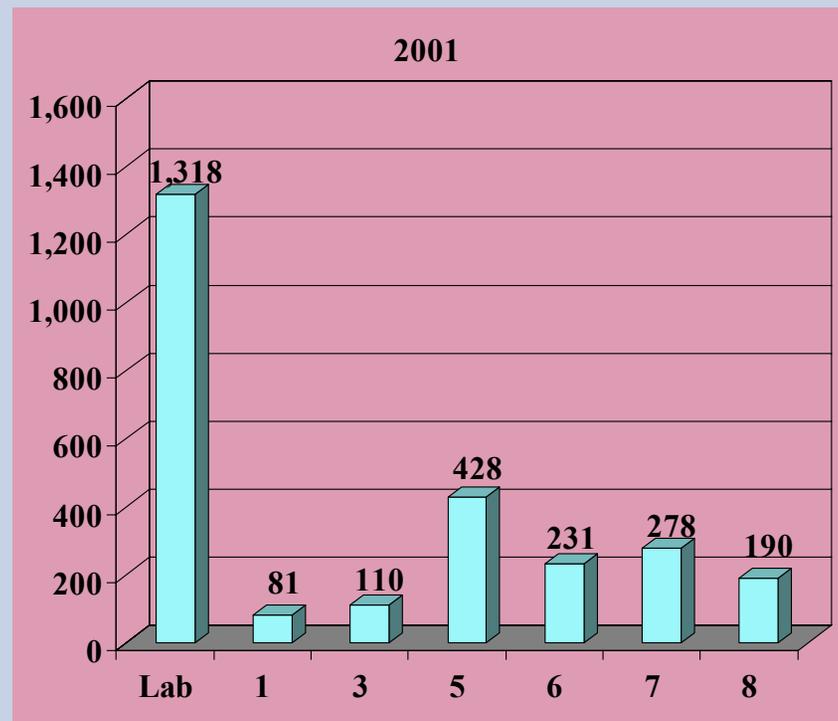
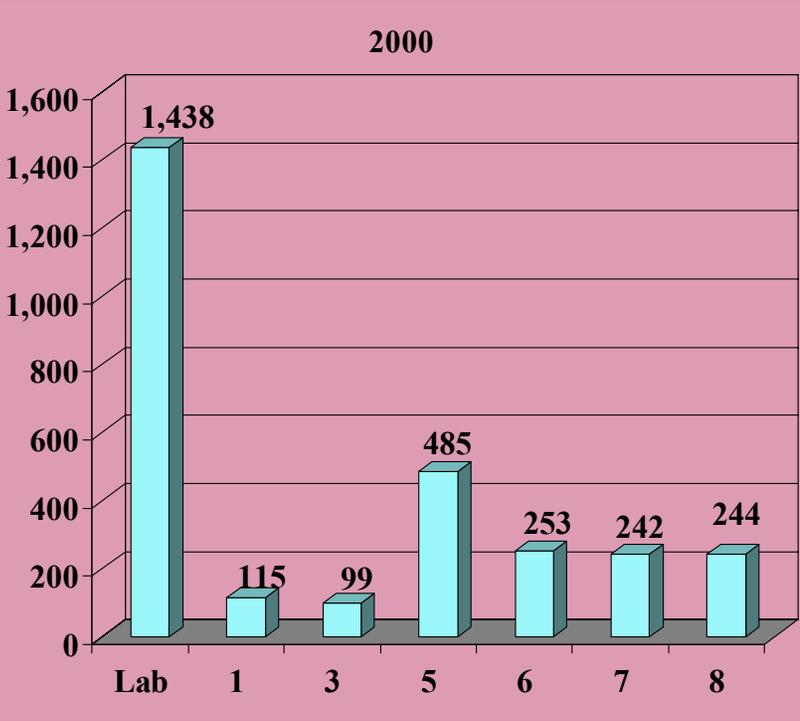


# Basic Pay \$ Progression Before and After Demo Lab-wide by Career Track





## Combined Compensation MI and/or DCA+ (CA, TO, and/or DCA) Numbers by Directorate

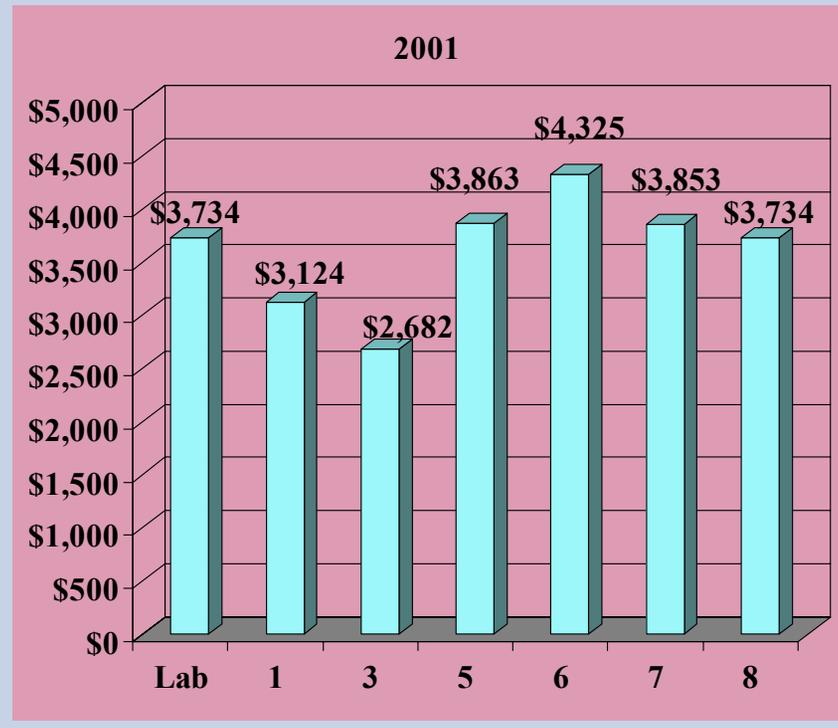
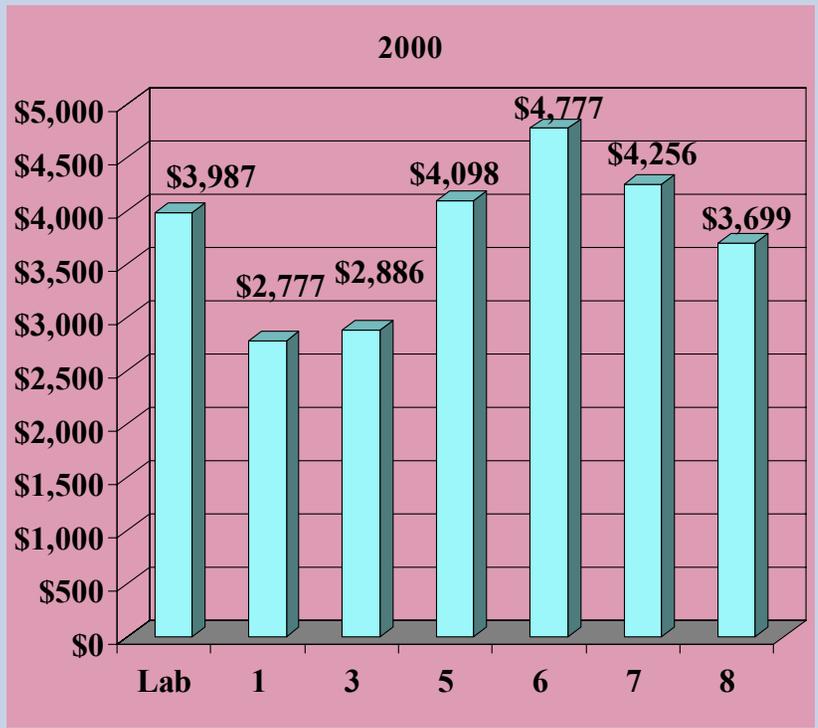




# Combined Compensation

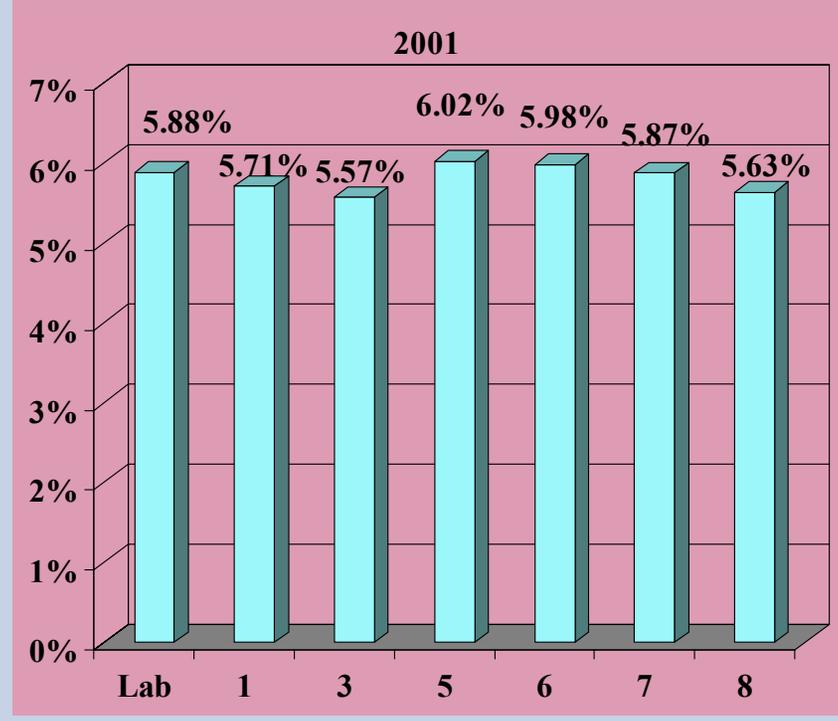
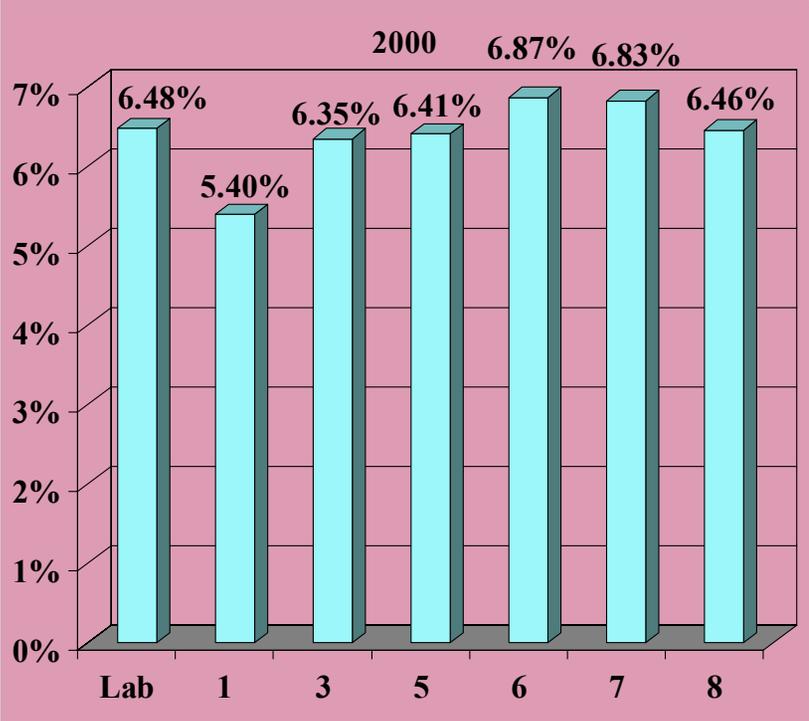
## MI and/or DCA+ (CA, TO, and/or DCA)

### Average \$ by Directorate



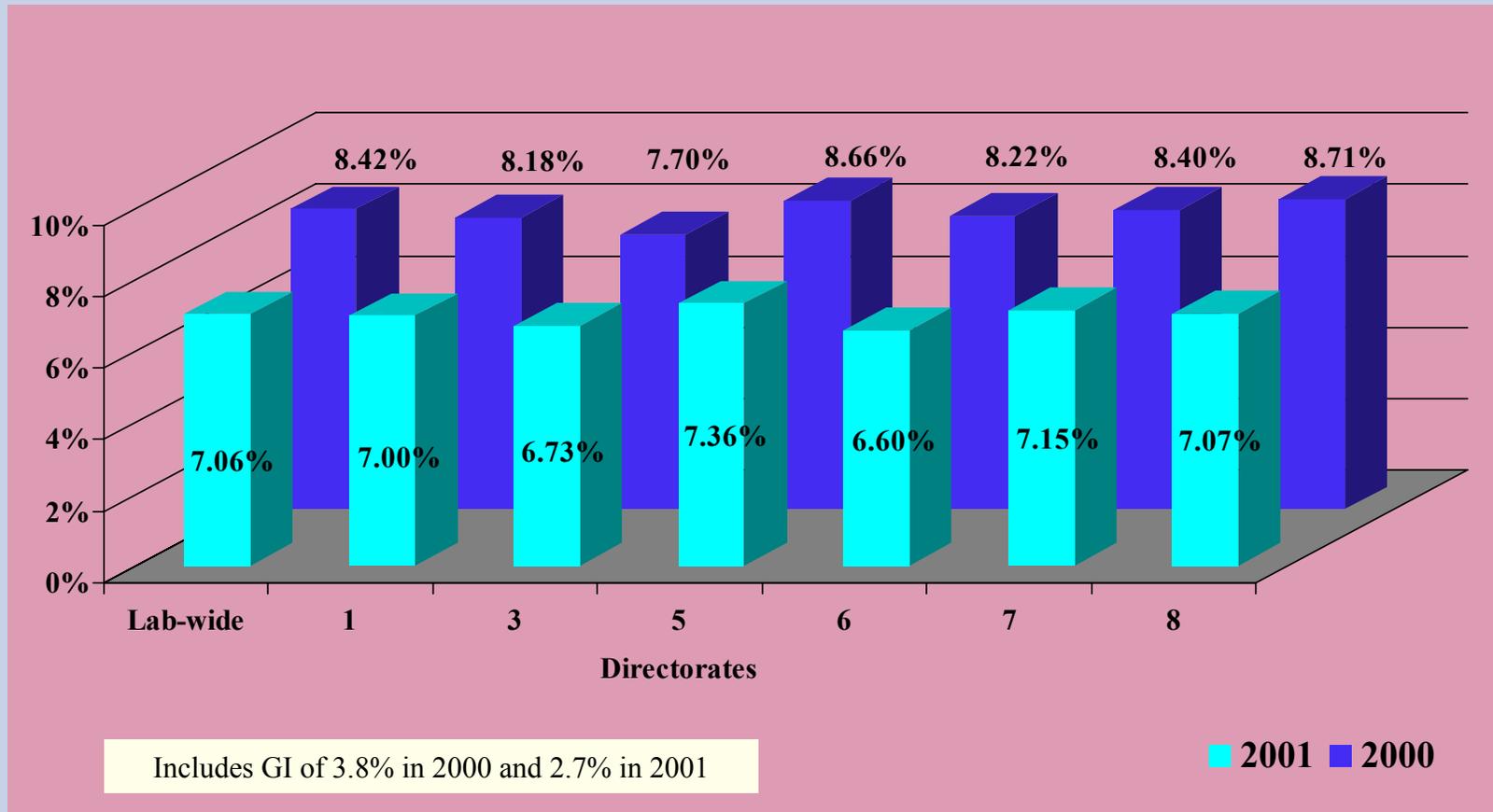


## Combined Compensation MI and/or DCA+ (CA, TO, and/or DCA) Avg. Total % of Basic Pay by Directorate



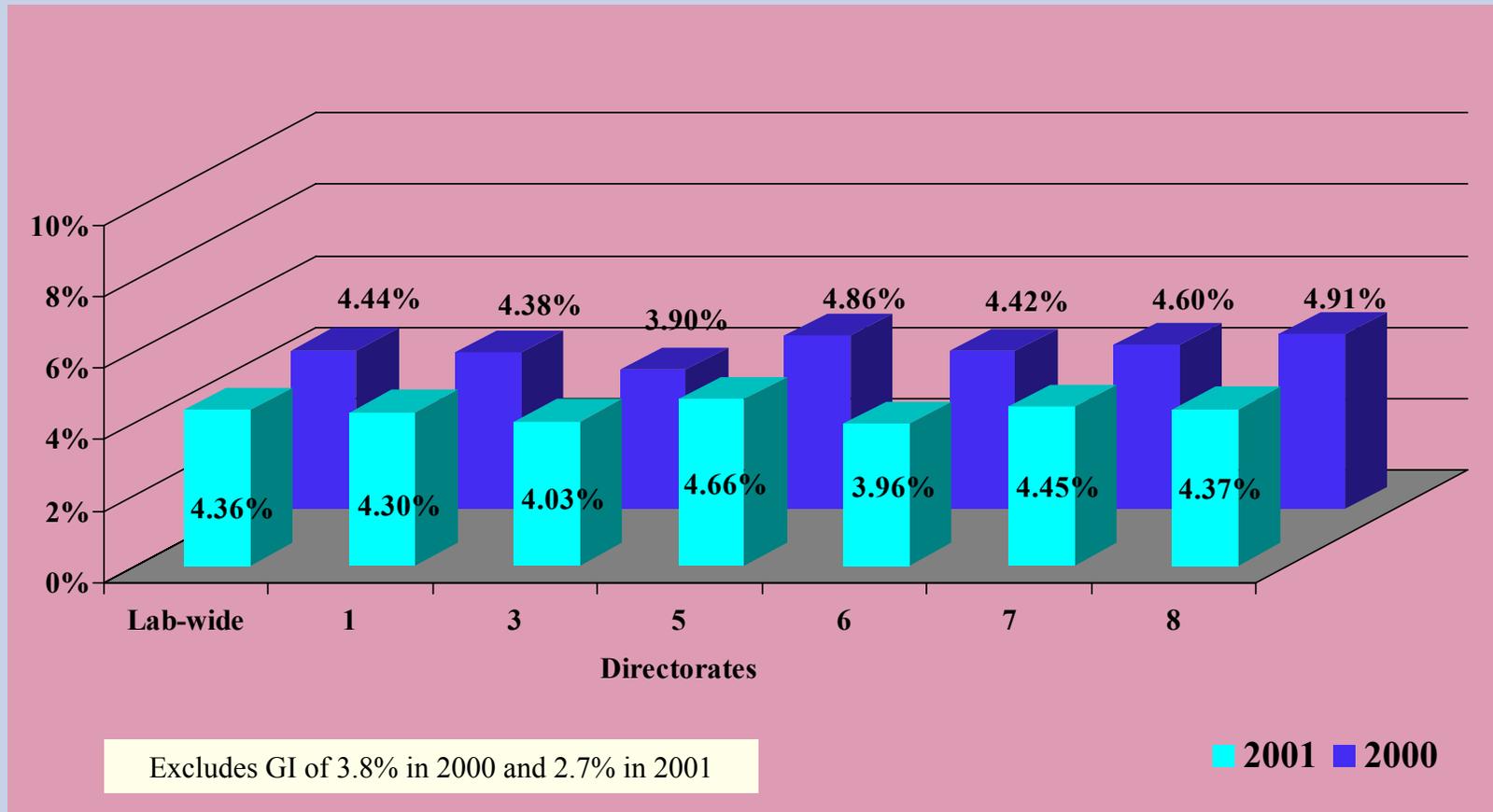


## Avg. Total Comp. Increase % Lab-wide and Directorates



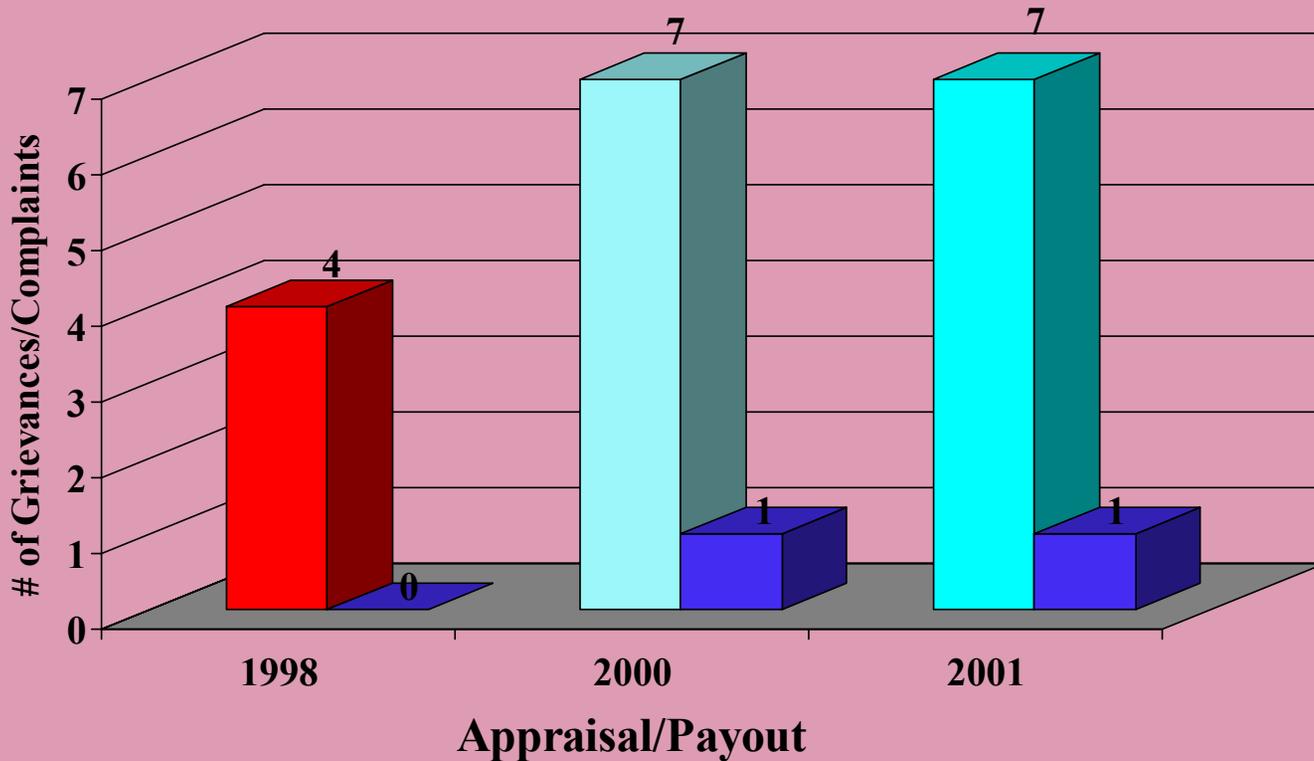


## Avg. Total Comp. Increase % Lab-wide and Directorates





## Grievances & Complaints Before and After Demo





# ER Contacts & Grievances

Car Trk/Lvl	Level of Contact	Subject	Result
NP-4	ER – 1 <sup>st</sup> and 2 <sup>nd</sup> Step CCS Grievance	GI Reduction; Low Score	No change to score.
NO-3	ER – 1 <sup>st</sup> Step CCS Grievance	Contested OCS	No change to score.
NP-4	ER – 1 <sup>st</sup> and 2 <sup>nd</sup> Step CCS Grievance	Low Score; Insufficient Pay/Recognition; Reprisal	Pending.
NP-4	ER – Contact Only	Contested OCS	None
NO-5	ER – 1 <sup>st</sup> Step CCS Grievance	GI Withheld; Low Score	GI granted; grievance withdrawn.
NO-3	ER – 1 <sup>st</sup> Step CCS Grievance	Contested OCS; Award Amount	No change.
NP-3	ER – Contact Only	Contested OCS; Retaliation	Score increased in one element.
NP-3	ER – 1 <sup>st</sup> Step CCS Grievance	GI Reduction; Contested OCS	No change to score.
NP-2	ER – Contact Only	GI Withheld	None
NC-2	ER – Contact Only		None
NO-2	ER – Contact Only		Went to EEO.
NC-2	ER – Formal Admin. Grievance	Failure to have been informed of loss of MI/CA upon transfer before payout.	
NP-3	ER – Contact Only	Low Score	None



# EEO Contacts & Complaints

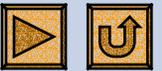
Car Trk/Lvl	Level of Contact	Subject	Result
NP-3	EEO – Contact Only	Questioned supervisors comments on YAR	None
NO-2	EEO – Formal Complaint	Inappropriate compensation; non-promotion	Pending
NC-2	EEO – Contact Only	Contested rating	Referred to ER
NO-3	EEO – Contact Only	Contested OCS	None



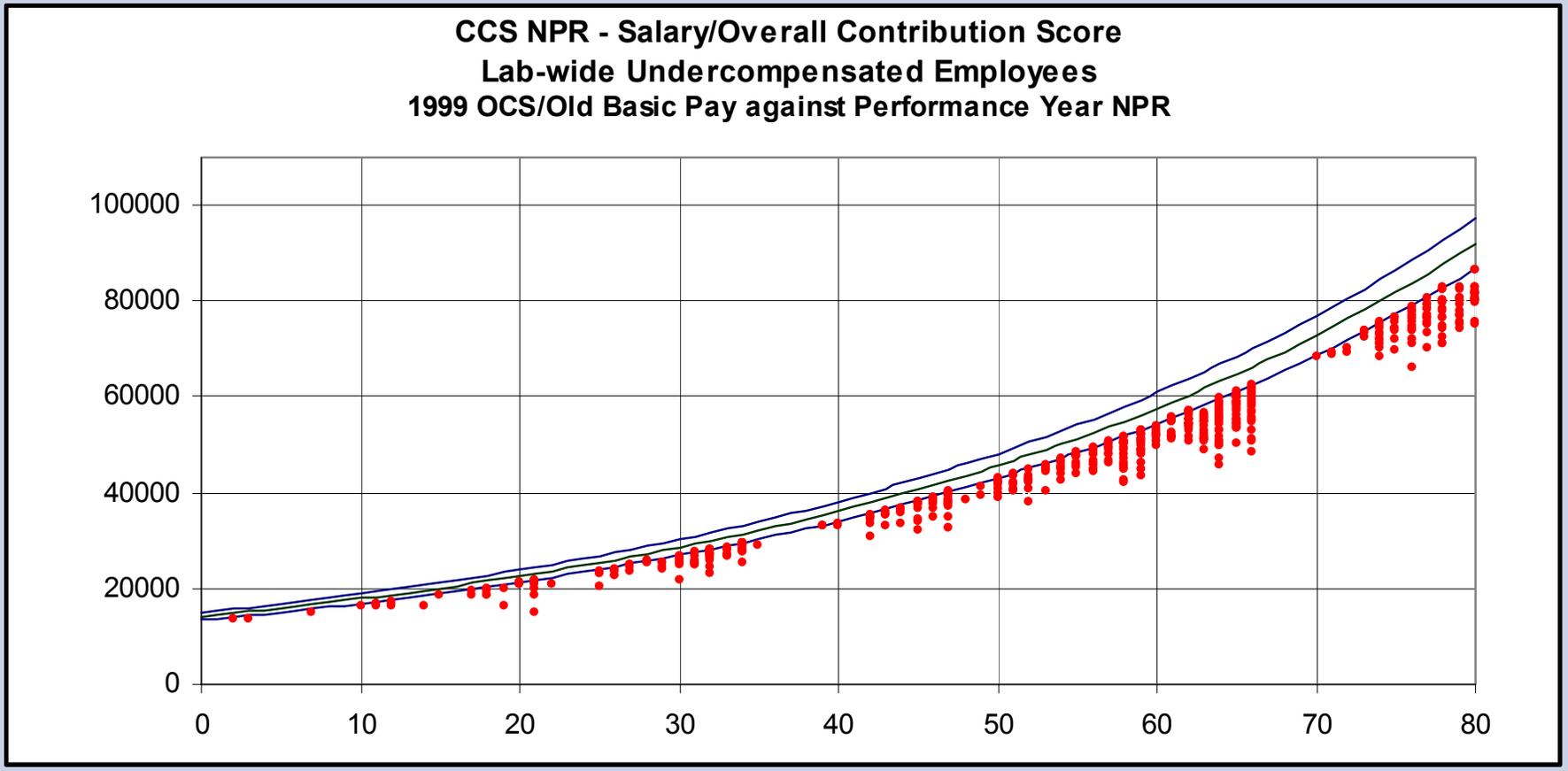
## **CCS Observations**

- **The Payout Rules were Followed.**
- **Paypools Continued to Develop Individual Approaches using CCS Flexibilities.**
- **Continued Gentle Handling of General Increase Denials/Reductions.**
- **Definite Movement of Under-compensated Employees Toward NPR.**
- **Continuing, Ongoing Communication between Supervisors and Employees Is a Must. Many Individuals are Still Learning the CCS Process.**



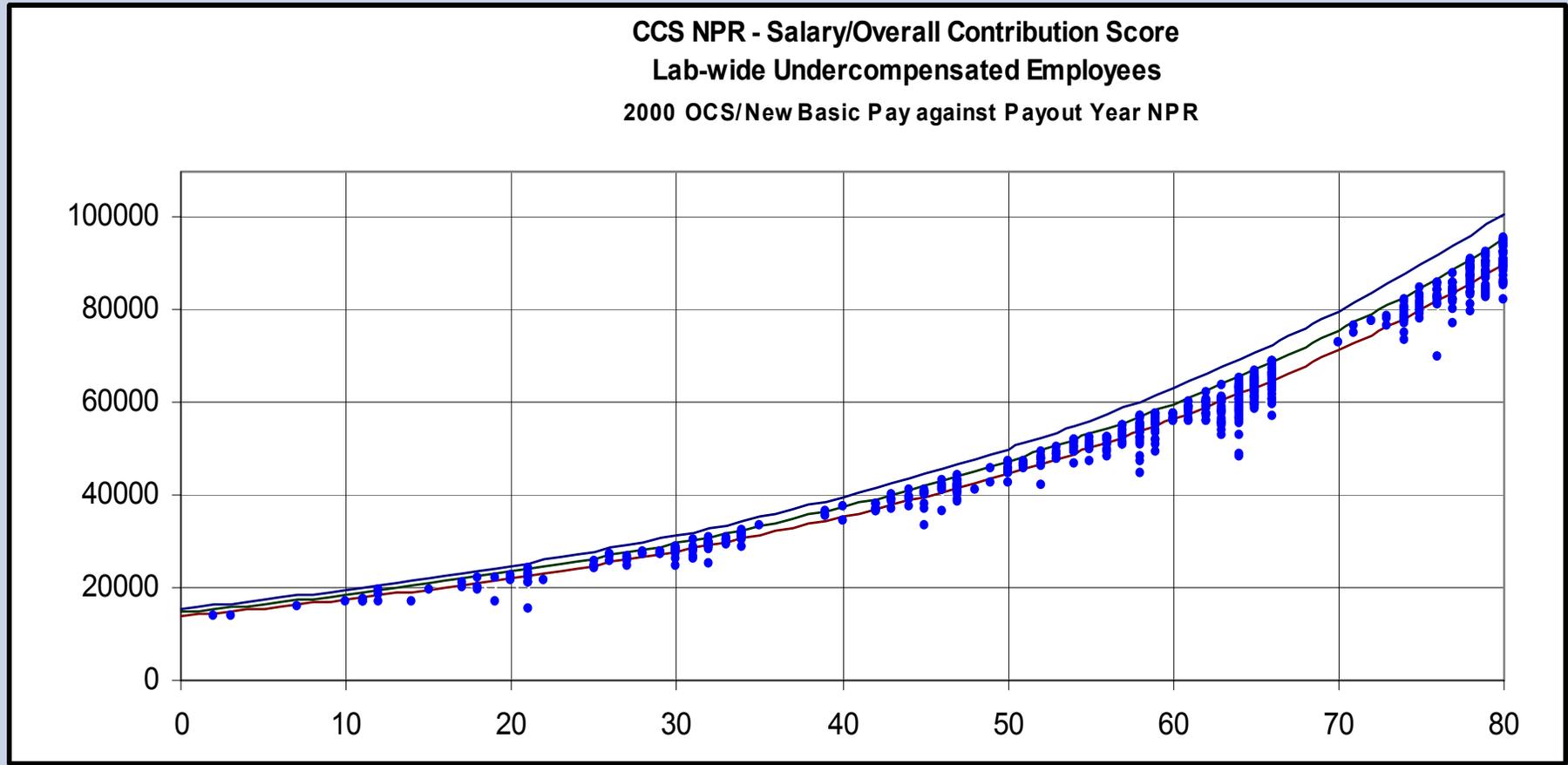


# Relative Compensation - Lab-wide Distribution of Scores

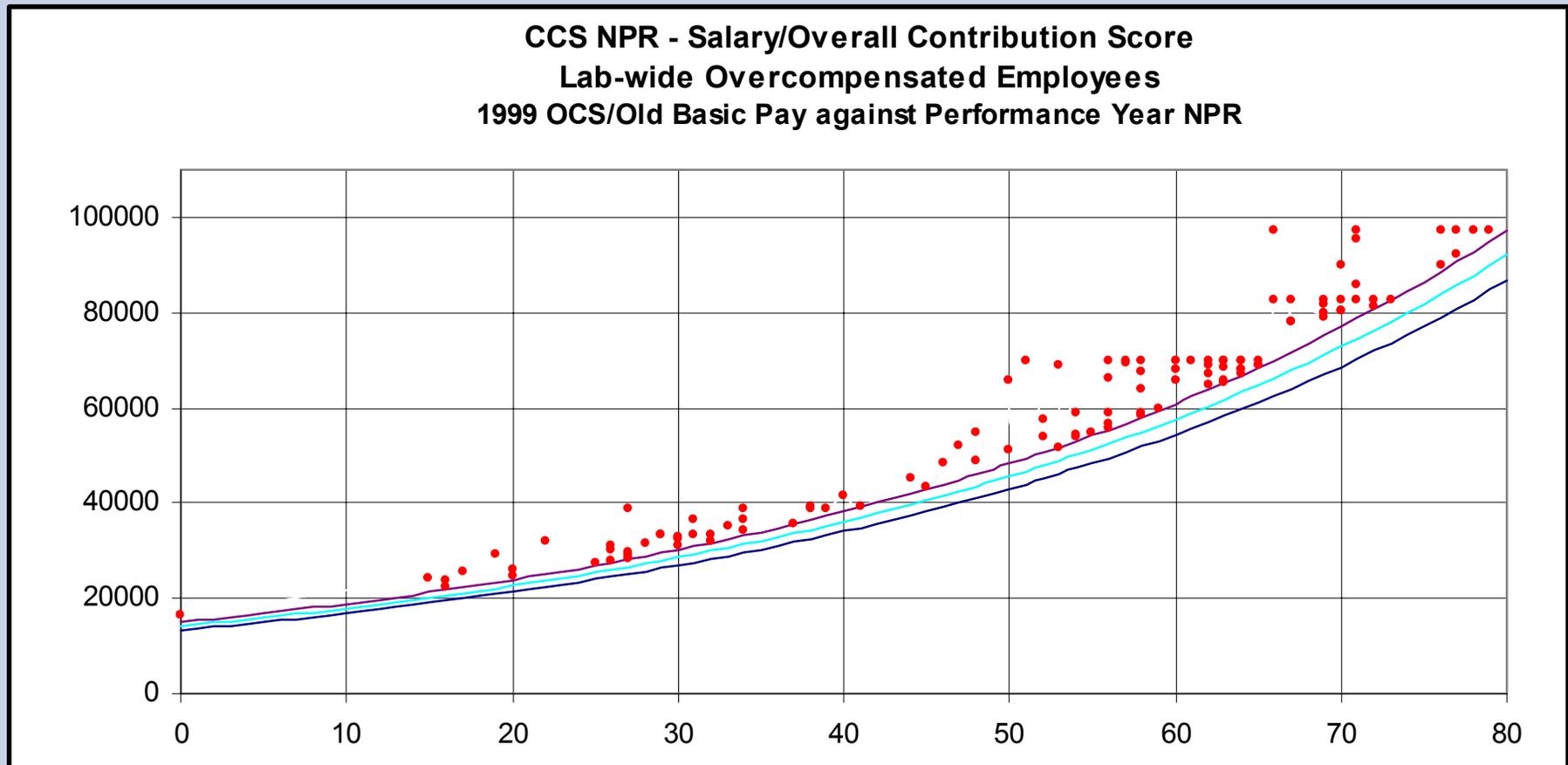




# Relative Compensation - Lab-wide Distribution of Scores



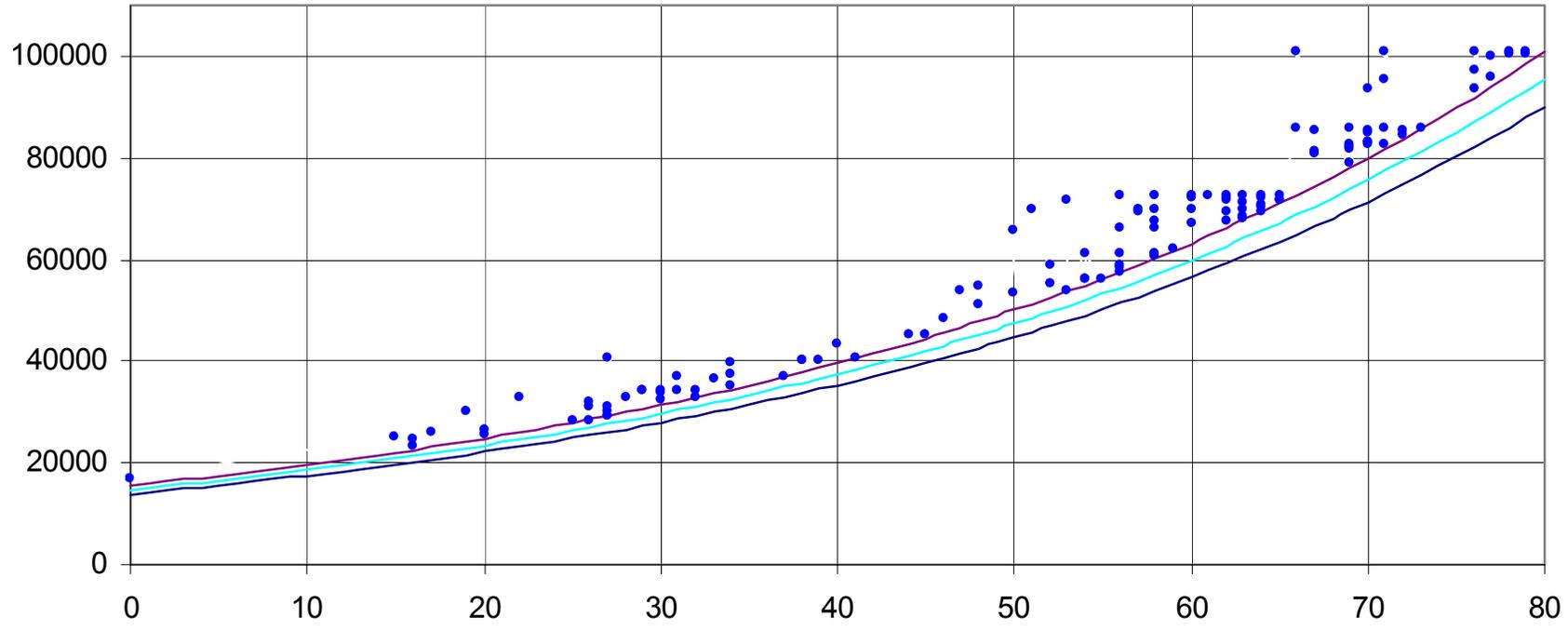
# Relative Compensation - Lab-wide Distribution of Scores





# Relative Compensation - Lab-wide Distribution of Scores

**CCS NPR - Salary/Overall Contribution Score  
Lab-wide Overcompensated Employees  
2000 OCS/New Basic Pay against Payout Year NPR**

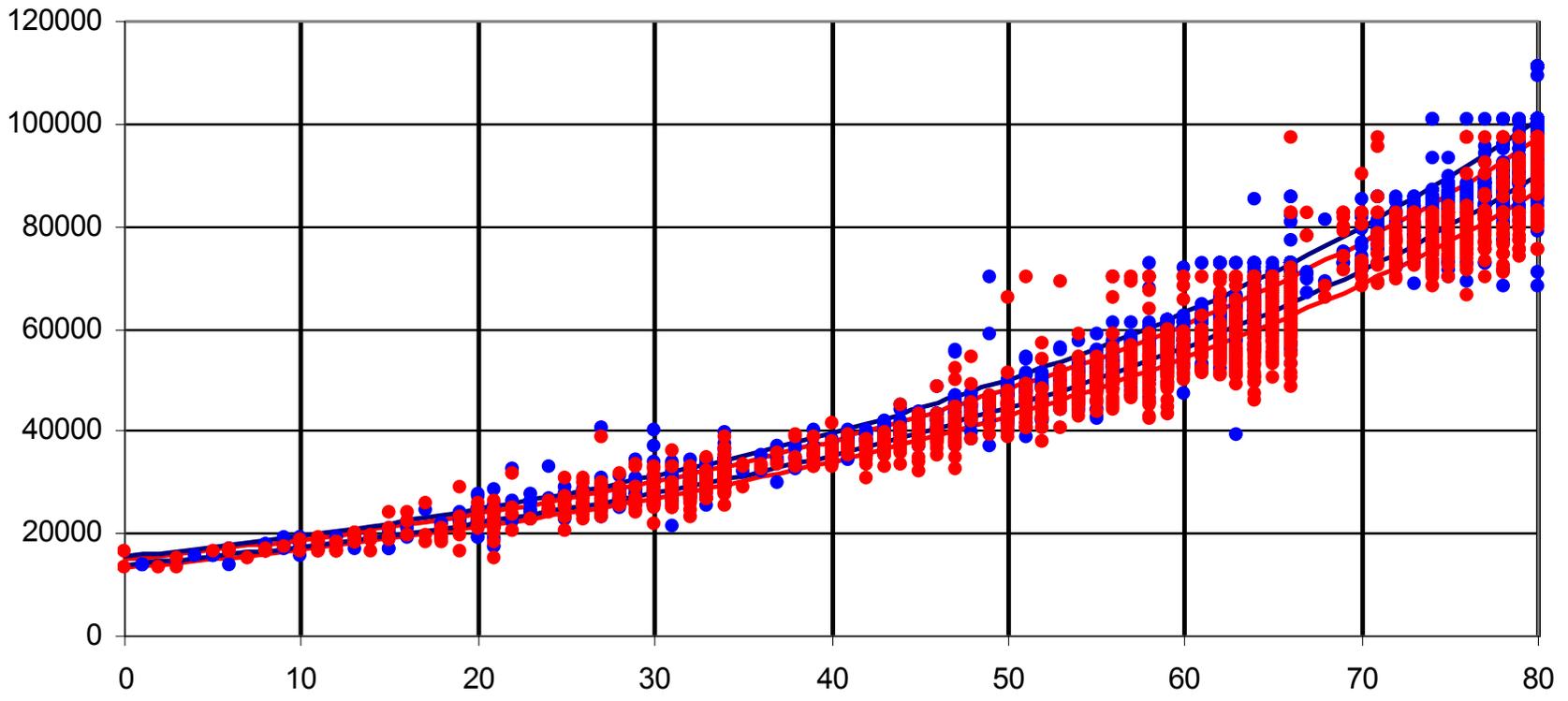


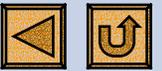


# Relative Compensation - Lab-wide Distribution of Scores

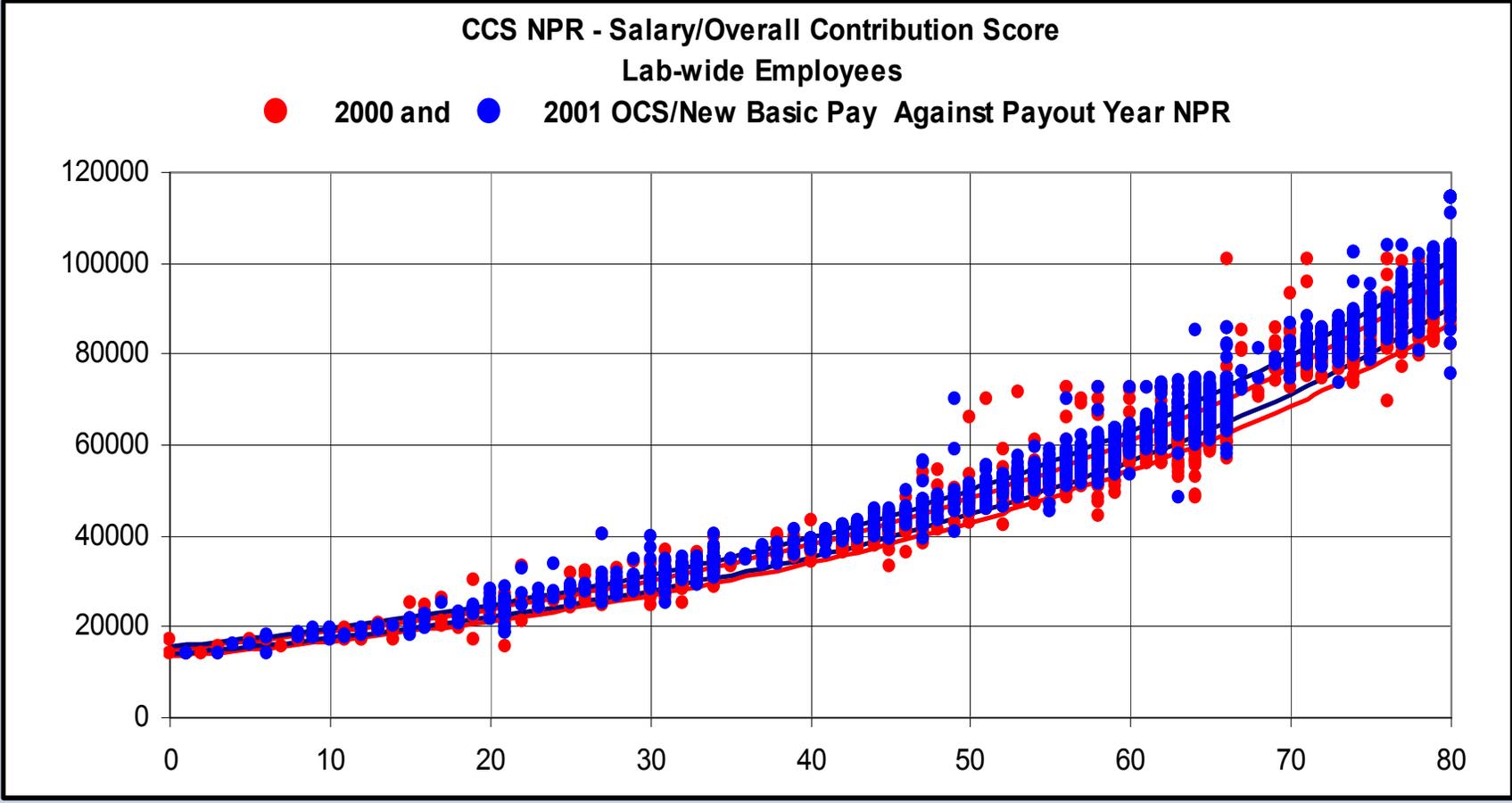
CCS NPR - Salary/Overall Contribution Score  
Lab-wide Employees

● 1999 and ● 2000 OCS/Basic Pay against Performance Year NPR





# Relative Compensation - Lab-wide Distribution of Scores



# CCS Observations (cont.)

- **Average Lab-wide Merit Increase (3.71%) Greater than Traditional WGI/QSI (3%).**
- **Contribution Award \$ Average Greater than Under PARS.**
  - **2000 Payout – Additional 0.5% for Extended Cycle.**
  - **2001 Payout – DCA Funding to CA.**
- **Confusion on DCA Criteria. NRL Notice to be issued.**
- **CCSDS Performance Needs to be Simplified and Enhanced for Speed.** 
- **Demonstration Project Costs Decreasing (finally).** 



## Major CCSDS Enhancements

1. Migration from PowerBuilder to JavaScript and From Oracle to SQL Server 2000 to improve performance and reliability.
2. Ability to edit/enter data at the paypool, single career track, or employee level.
3. Ability for AOs to change passwords for paypool employees.
4. Improvements in career promotion data entry process.
5. Ability to include/exclude Excepted employees on worksheets.



## Demonstration Project Costs

Purchase	Implementation Costs (as of 9/30/00)	Administration Costs (10/1/00 to date)
CCSDS	\$ 1,923,956.51	\$ 149,712.00
OPM Evaluation	105,173.98	
Federal Register	7,201.00	
RD Writer	50,000.00	10,572.43
WW Market Ref. Tool	\$268,436.00	2,968.00
NAPA PM Studies	186,993.54	
COGNOS Reporting Tool	99,279.00	107,436.97
Public Hearings	1,645.90	
Tutorial/Brochure	72,857.57	
Functional Specialists	322,904.66	190,150.62
Training Video	16,400.00	
Demo Sup'y/Mgt. Training	135,823.03	
Newsletter	2,190.94	647.80
<b>TOTALS</b>	<b>\$ 3,192,867.33</b>	<b>\$ 461,487.82</b>

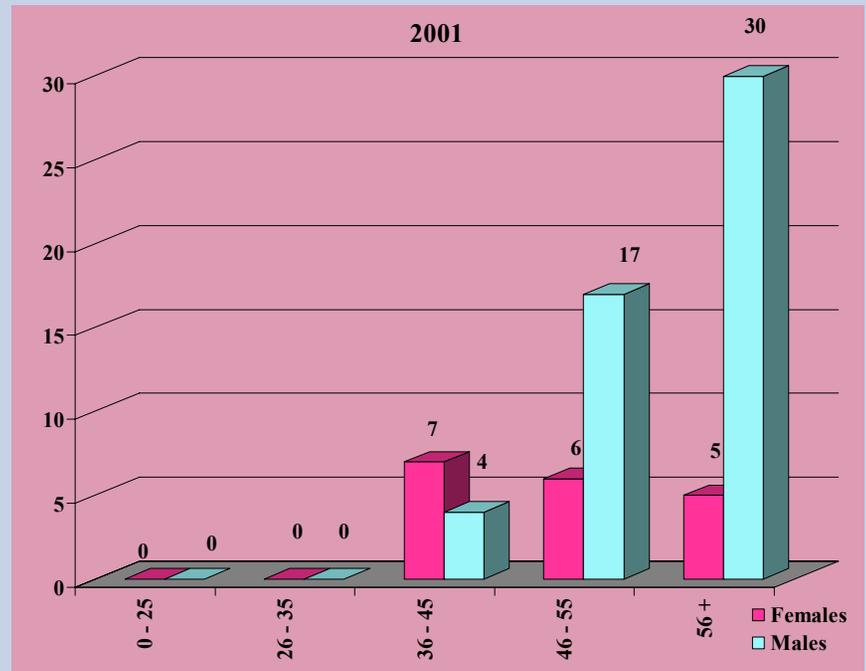
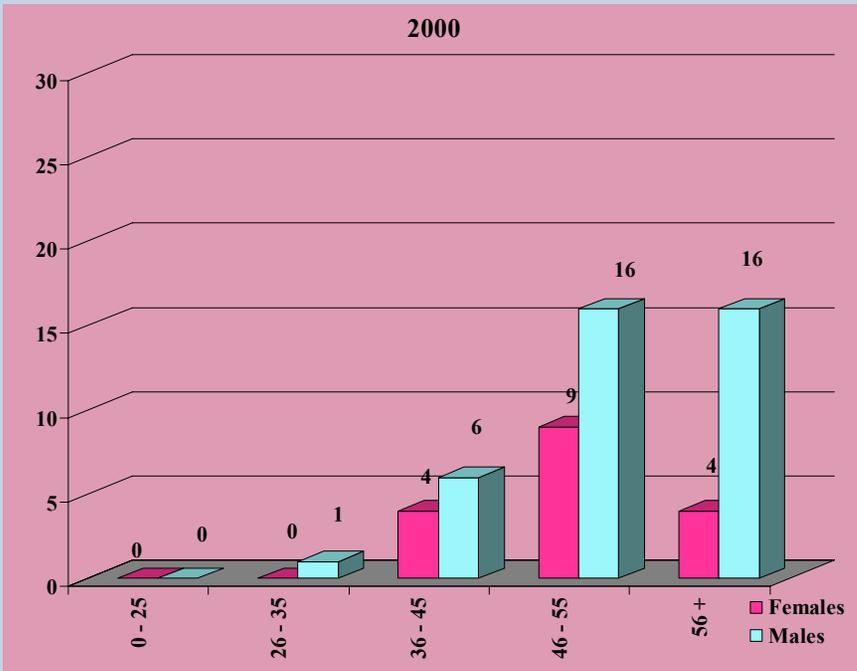


# CCS Observations (cont.)

- **EEO Data Review indicates:**
  - **More males (14) in the 56+ age category had GI withheld or denied in 2001 payout.** 
  - **Fewer employees (122) in the 26 to 35 age group received merit increases in 2001 payout.** 
  - **Higher average MI found for both payouts in the 0 to 25 and 26 to 35 age groups.** 
  - **Higher average MI found for both payouts in the Asian/Pacific Islander Female and Hispanic Female EEO categories.** 

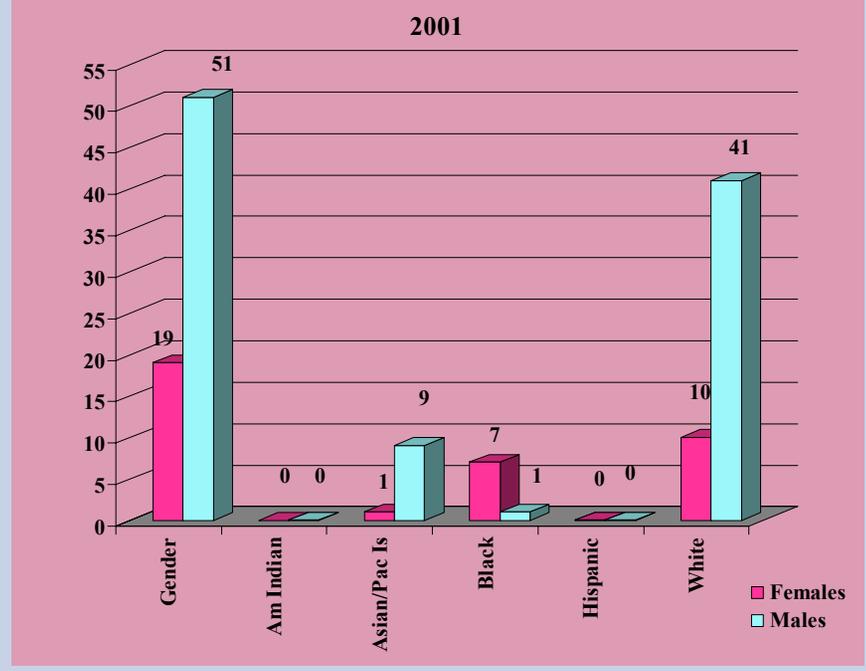
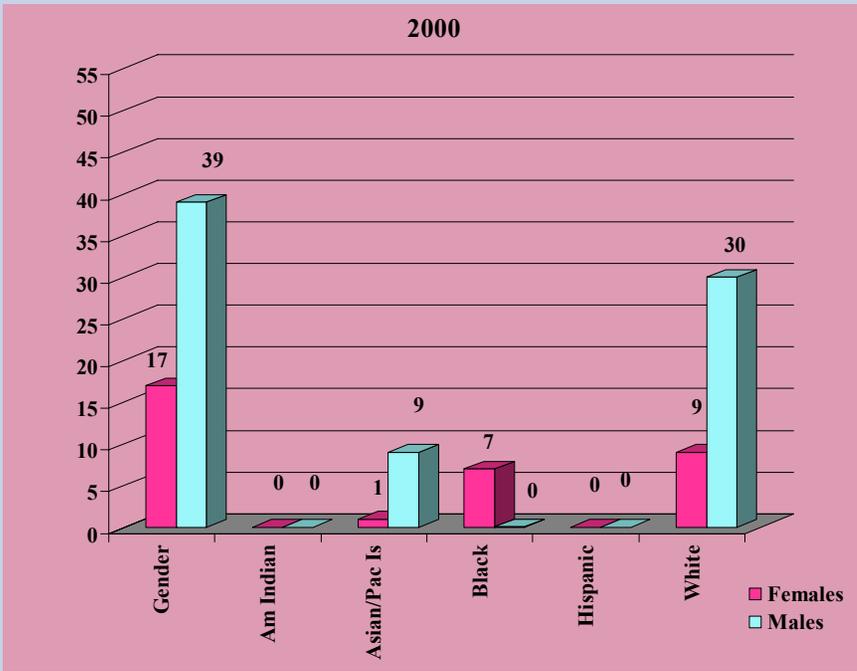


## General Increases (GI) - GI Withheld/Reduced by Age Groups



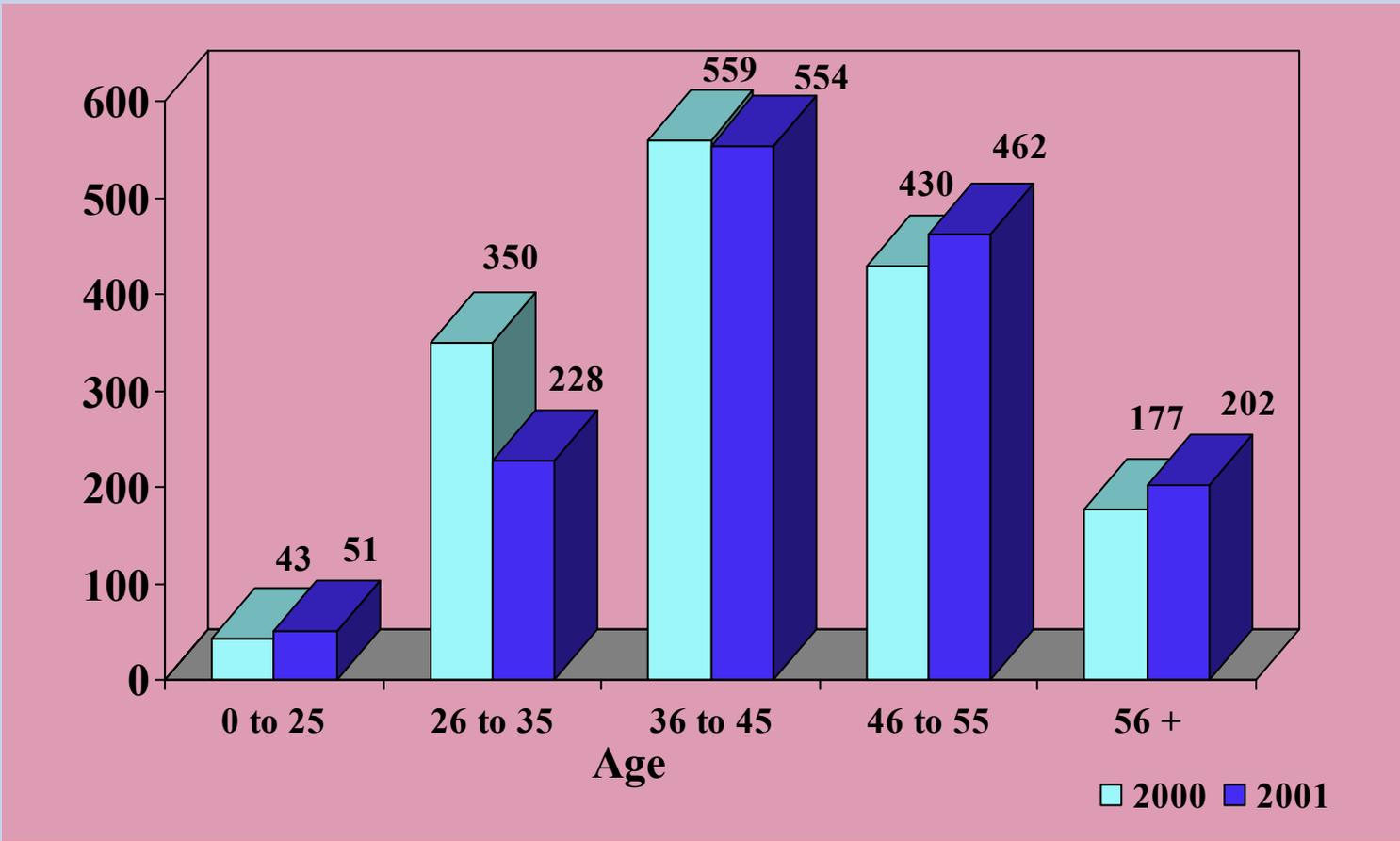


## General Increases (GI) - EEO Distribution of GI Withheld/Reduced

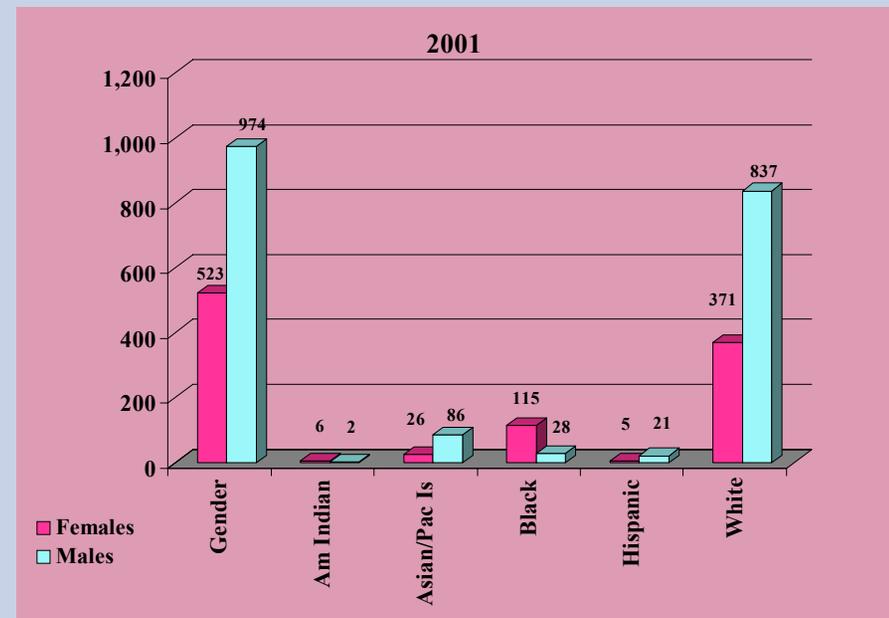
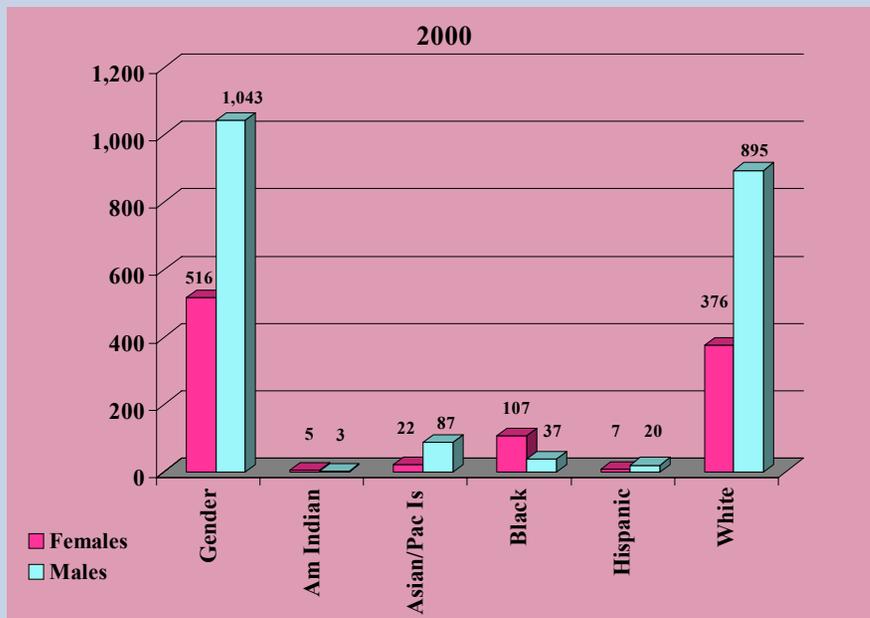




# Merit Increases (MI) - Lab-wide Numbers by Age Groups

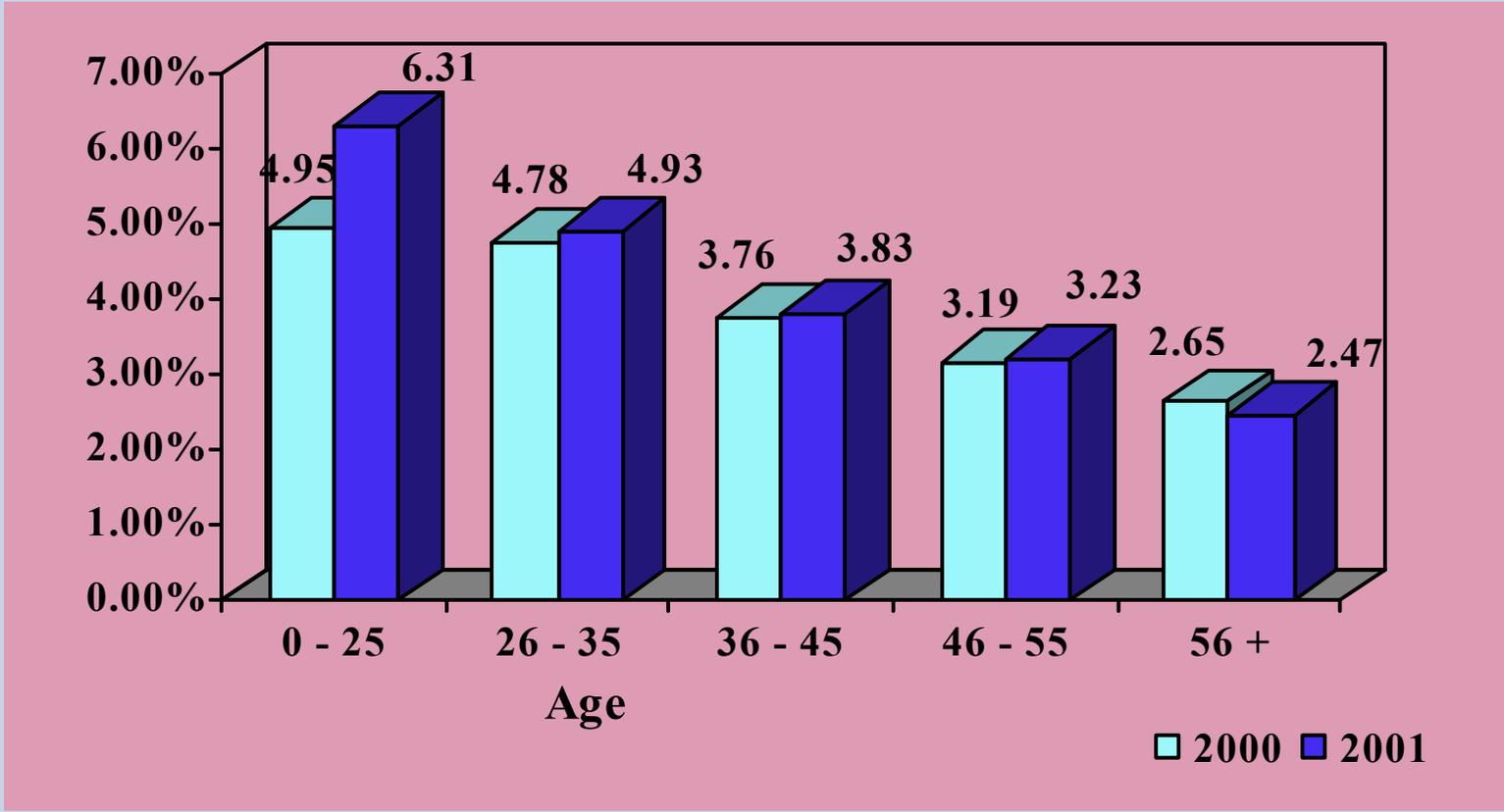


# Merit Increases (MI) - Lab-wide Numbers by EEO Categories

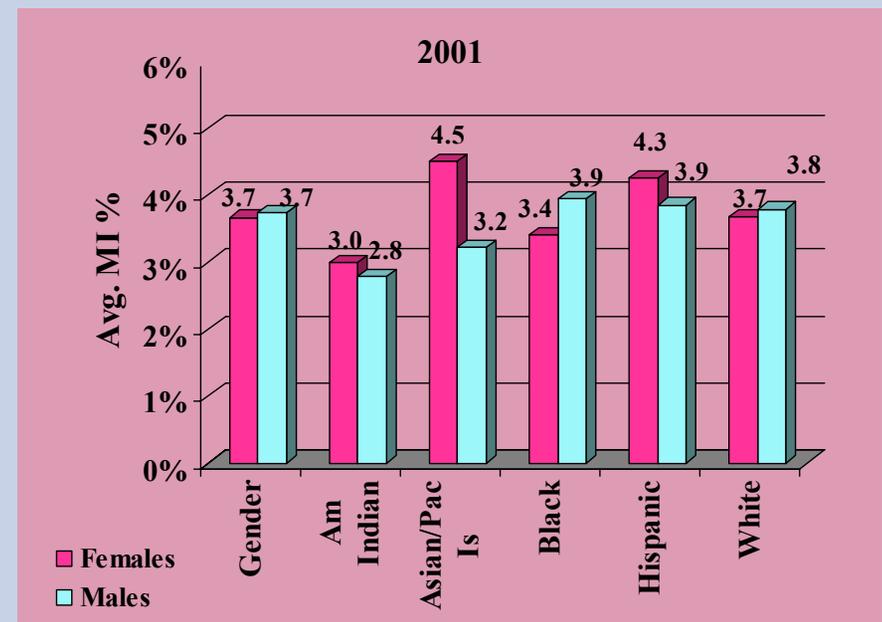
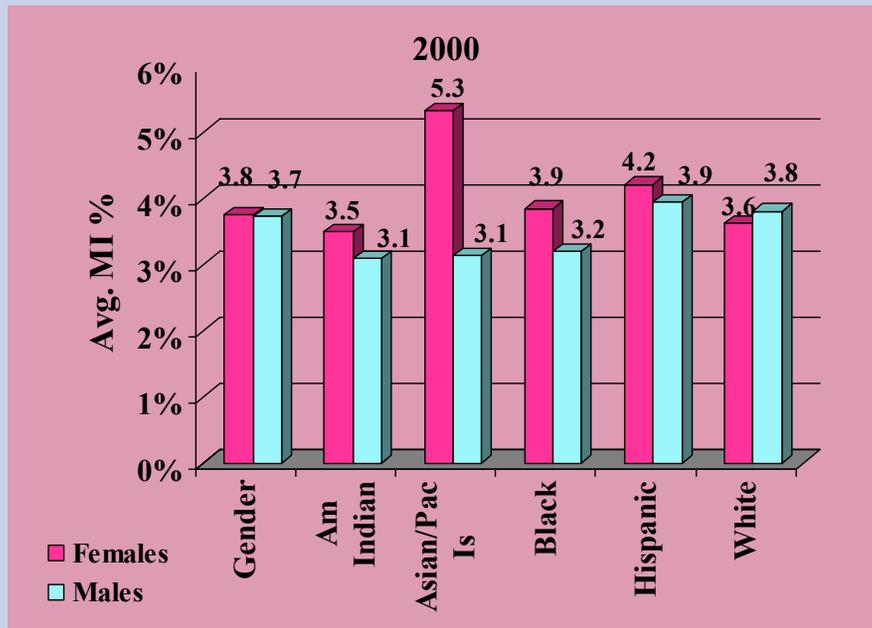




# Merit Increases (MI) - Lab-wide Avg. MI % by Age Groups



# Merit Increases (MI) - Lab-wide Avg. MI % by EEO Categories



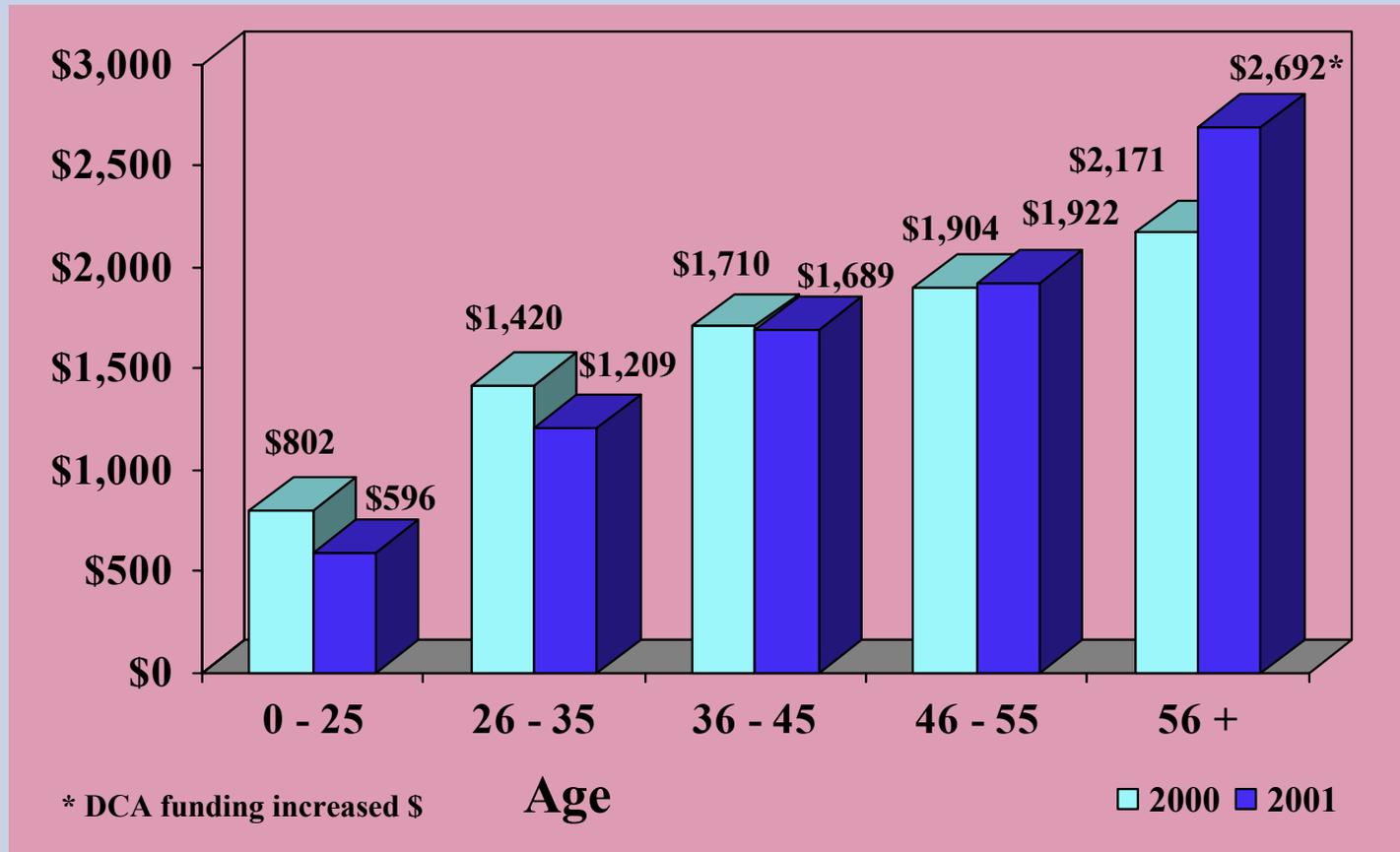


## CCS Observations (cont.)

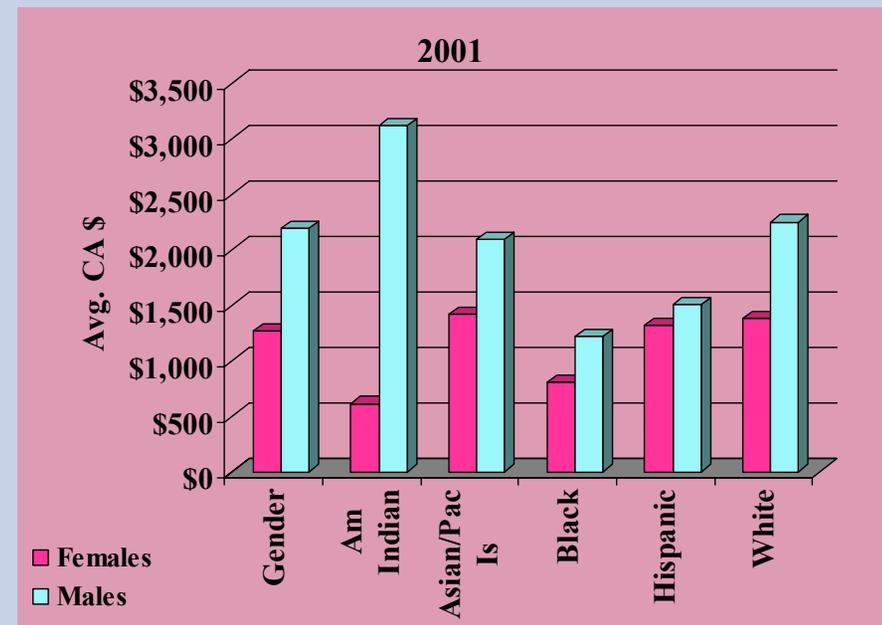
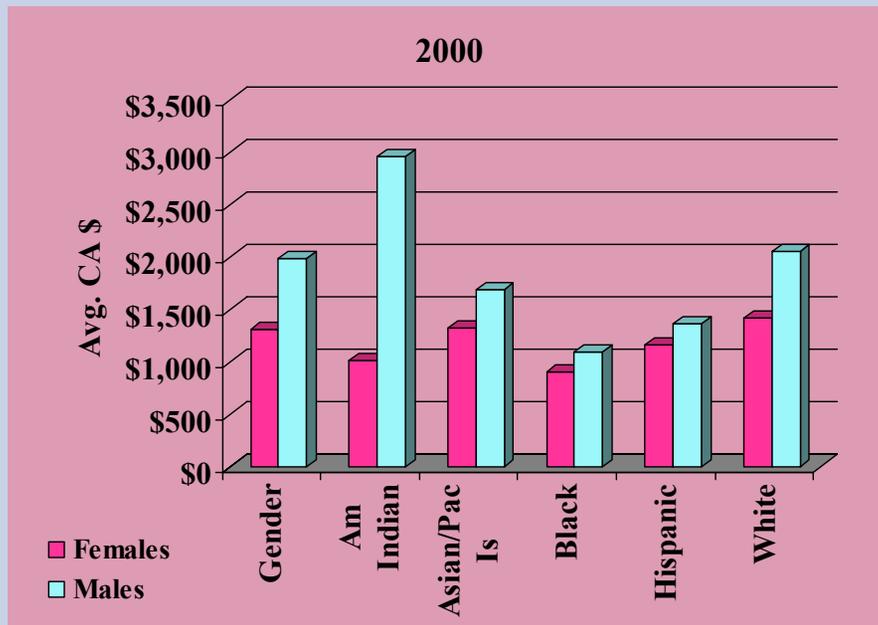
- **EEO Data Review (con't.)**
  - **Decrease in CA amount in the 0 to 25 and 26 to 35 age groups for the 2001 payout.** 
  - **Largest increase in CA amount for the 2001 payout cycle found in the 56+ age group. (DCA monies.)** 
  - **Greatest increase in TO awards in the 26 to 35 age group.** 
  - **Greatest decrease in TO awards in the 56+ age group.** 



## Contribution Awards (CA) - Lab-wide Avg. CA \$ by Age Groups

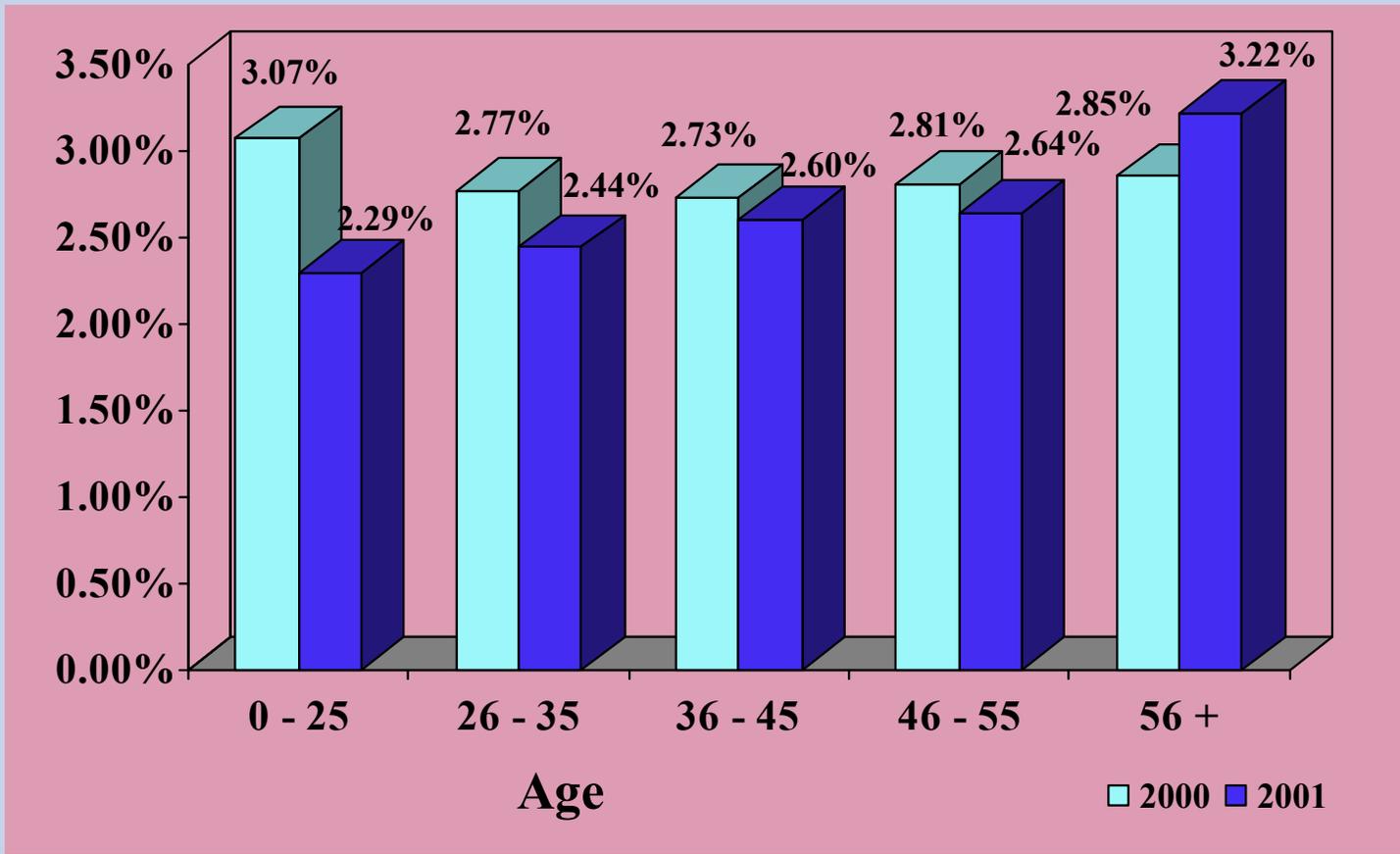


# Contribution Awards (CA) - Lab-wide Avg. CA \$ by EEO Categories



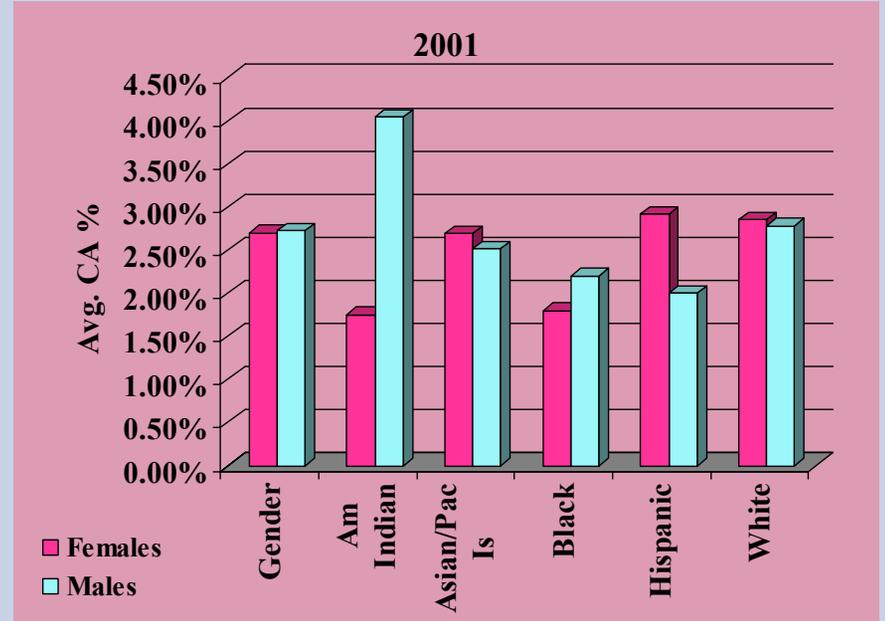
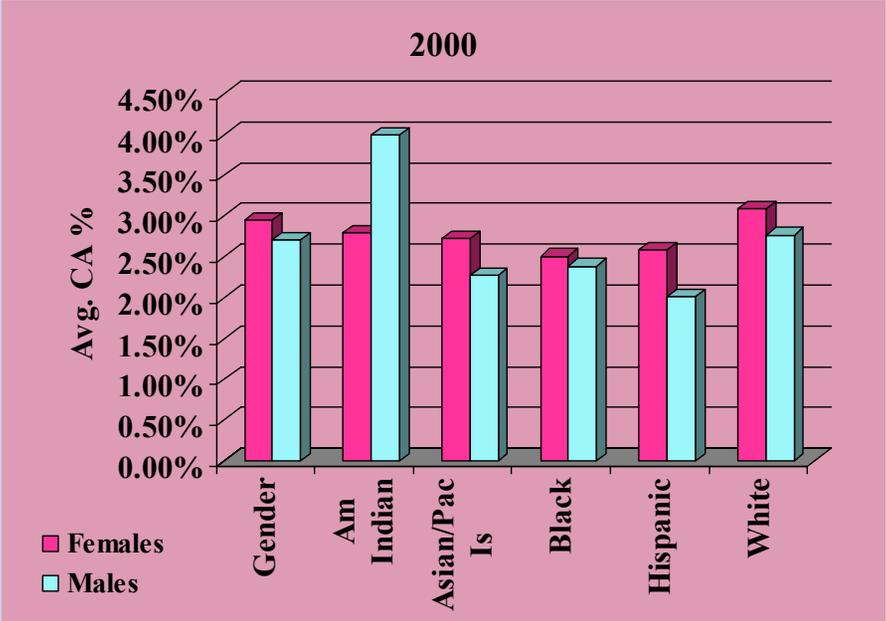


## Contribution Awards (CA) - Lab-wide Avg. CA % by Age Groups



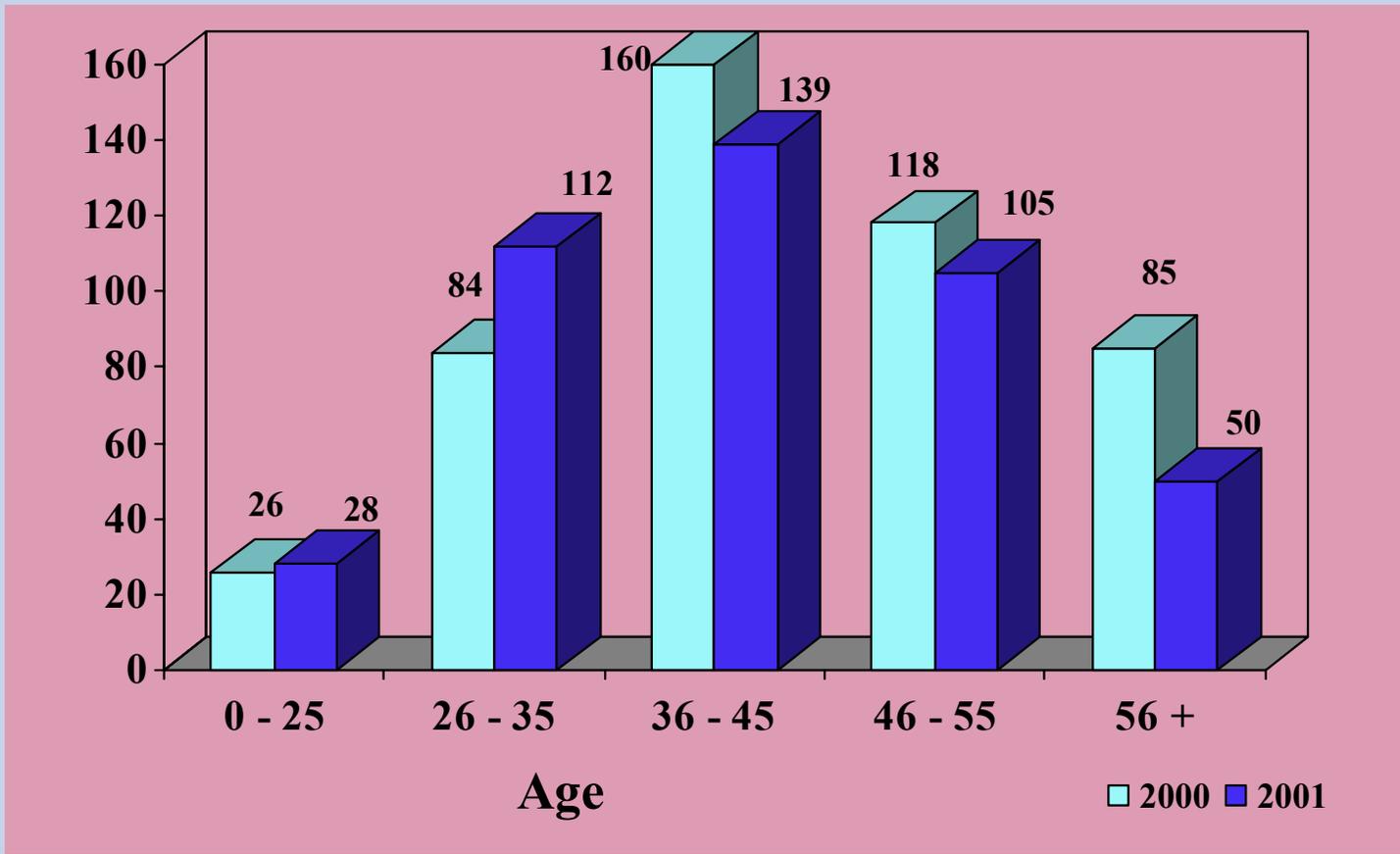


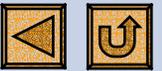
## Contribution Awards (CA) - Lab-wide Avg. CA % by EEO Categories



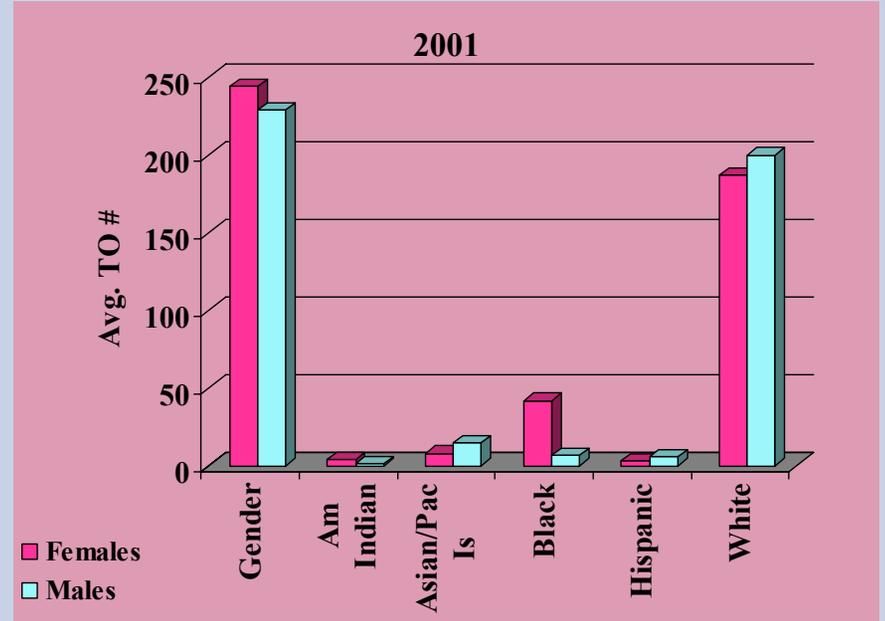
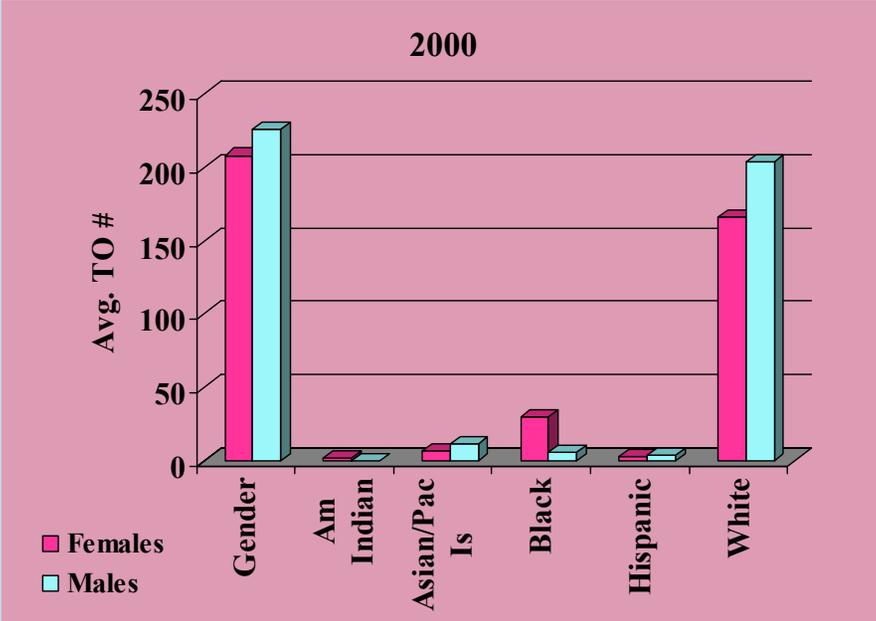


## Time-off Awards - Lab-wide Avg. TO # by Age Groups





## Time-off Awards - Lab-wide Avg. TO # by EEO Categories





# Demo's Other Half

- **Classification**
- **Staffing**
- **Compensation**



# Classification

<b>INITIATIVE</b>	<b>RESULTS</b>
<b>Delegated Classification Authority</b>	<b>Allows position to be established and classified in one day vice 5 – 30 days previously.</b>
<b>PD to RD Conversion</b>	<b>1,853 draft RD's prepared for divisions. Divisions are slow to submit new RD's. Recommend faster submission before transition to Modern DCPDS.</b>
<b>RDWriter</b>	<b>Web-based automated system accessible by supervisors, employees, HRO and HRSC-NE. Working very well.</b>



# Staffing

<b>INITIATIVE</b>	<b>RESULTS</b>
<b>Internal Routing/Approval</b>	<b>Eliminated double routing of actions, reducing routing time by 2 – 4 weeks.</b>
<b>Delegated Examining</b>	<p><b>Eliminated need to go to OPM, except for Luevano consent decree positions.</b></p> <p><b>Used for Librarian, Health Physicist, and Security Specialist.</b></p> <p><b>Developed 29-calendar day S&amp;E Name Request Process (before regionalization).</b></p>
<b>Temporary Promotions up to 1 year</b>	<b>2 cases processed w/o competition.</b>
<b>Delegated Authority for Details to other Positions</b>	<p><b>39 details &gt; 120 days, eliminated 71 extension actions.</b></p> <p><b>2 details &gt; 1 year, eliminated the need to go to OPM for approval.</b></p>

# Staffing (cont.)

<b>INITIATIVE</b>	<b>RESULTS</b>
<b>Career Ladder Promotions</b>	<b>Approximately 97 career ladder promotion actions were eliminated by broad banding of grades.</b>
<b>Non-citizen Hiring Authority</b>	<b>1 hire and 5 cases in process.</b>
<b>Advanced Research Scientist and Engineer Positions (ARSAE)</b>	<b>12 NRL Employees promoted into ARSAE positions.</b>
<b>No Rating and Ranking/No Rule of Three</b>	<b>Rating and ranking occurred on only 1 out of 121 delegated examining recruitment actions.</b>



# Compensation

INITIATIVE	RESULTS
<b>Pay Setting Using Market Salary Reference</b>	<b>Process has evolved; still some confusion on various compensation methodologies.</b> <b>Training is scheduled for supervisors and managers.</b> <b>Web-based market salary reference tool (Market\$Compare) being developed.</b>



## **Compensation (cont.)**

<b>INITIATIVE</b>	<b>RESULTS</b>
<b>Pay Banding</b>	<b>Offers greater flexibility in pay setting.</b> <b>Eliminates time spent on processing career ladder promotions.</b> <b>Eliminates merit staffing actions on movements within a career level to other positions.</b>
<b>Staffing Allowances for IT Positions</b>	<b>NRL created a staffing allowance (using 5 USC 575) to offset the impact of the OPM Special Salary Rates for IT positions.</b> <b>86 people were eligible. Only 9 received a staffing allowance.</b>

# Technical Amendments

- **Extend DCAs to S&E Professional Career Level V Positions.**
- **Remove Existing \$ Cap on DCAs.**
- **Create a Compensation Allowance that Provides:**
  - **Supervisory Differential**
  - **Staffing Allowance**
- **Modify RIF Assessment Categories to Provide Better Definitions.**
- **Add a Scientific Emeritus Program.**

# Future Events

- |                  |  |
|------------------|--|
| <b>June 2001</b> | <b>Office of Personnel Management Evaluation</b> <ul style="list-style-type: none"><li>* <b>Web-based Employee Attitude Survey</b></li><li>* <b>Manager/Supervisor/Employee Focus Groups</b></li></ul> |
| <b>Sept 2001</b> | <b>Close of Third CCS Appraisal Cycle</b><br><b>Completion of PD to RD Conversion</b>  |
| <b>TBD</b>       | <b>Compensation Training – Senior Managers</b>   |
| <b>TBD</b>       | <b>Compensation Training – Administrative<br/>Personnel and Interested Supervisors</b>   |
| <b>Dec 2001</b>  | <b>Technical Amendments Completed</b>  |
| <b>Jan 2002</b>  | <b>Third Payout</b>  |



# The End