



U.S. Army Garrison FY08 Pay Pool Results

Town Hall Meeting

February 2009

IMCOM Required Briefing Items

- 1. Number of Pay Pools**
- 2. Number of Employees Rated**
- 3. Rating Distribution**
- 4. Share Distribution**
- 5. Average Rating**
- 6. Average Share Assignment**
- 7. Share Value (or Average Share Value, if Aggregated)**
- 8. Average Payout (% of Base Salary)**

Town Hall Purpose

- **Background/Refresher**
- **Overview the pay pool process**
- **Provide the pay pool results and statistics**
- **Discuss AAR and Lessons Learned**

Job Objective Writing Guide

SMART Objectives

- **SMART criteria:** It is a framework for developing and evaluating job objectives.
- **Specific. Clearly state the expected accomplishment that can be observed. To be specific, an objective must define an observable action, behavior, or achievement; link to a level of performance, frequency, percentage, or other number. Specific is related to the result, not the activities to achieve that result.**
- **Measurable. State the criteria for measuring accomplishments. Provide a method to allow tracking, recording, and validation of quality of a specific behavior, action, or outcome. Define quantity (how many), quality (how good), resources (how much), and time (how long, how often).**
- **Aligned. Draw a line of sight between the work of the employee, the goals of the work unit, and mission of the organization. Job objectives ensure all employees are working toward shared goals.**

Job Objective Writing Guide

SMART Objectives

- **Realistic and Relevant.** Realistic - the expected results can be achieved with available resources and time (e.g., if a new employee reports six months into the rating cycle, can the expected results be accomplished during the remaining of the rating cycle) and are under the employee's control. The objective should be sufficiently complex to challenge the individual but not so complex that it cannot be accomplished. Relevant – Expected accomplishments should be commensurate with the major responsibilities and salary of employee.
- **Timed. State the timeline for expected results. For long-term projects that** require more than one rating cycle to accomplish, job objectives should identify what results are expected within the rating cycle. The time component can be specific (*by 1 July, end of 4th quarter*), *relative to another event (six months after...)*, or *recurring (quarterly)*.

Professional/Analytic Performance Indicators

BAND 1	
Level 3	Level 5 (Additions at this level.)
<p>With guidance, effectively achieved the stated objective.</p> <p>With guidance, organized and prioritized own tasks to deliver the objective, adjusting work plans and overcoming obstacles as necessary.</p> <p>Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</p>	<p>Contributed results beyond what was expected; results were far superior in quality, quantity, timeliness and/or impact to the stated objective. Exhibited the highest standards of professionalism.</p>
BAND 2	
Level 3	Level 5 (Additions at this level.)
<p>Effectively achieved the stated objective, anticipating and overcoming significant obstacles. Adapts established methods and procedures when needed.</p> <p>Results were technically sound, accurate, thorough, documented, and met applicable authorities, standards, policies, procedures and guidelines.</p> <p>Planned, organized prioritized, and scheduled own work activities to deliver the objective in a timely and effective manner, making adjustments to respond to changing situations and anticipating and overcoming difficult obstacles as necessary.</p> <p>Demonstrated high standards of personal and professional conduct and represented the organization or work unit effectively.</p>	<p>Contributed results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective to what would be expected at this level.</p> <p>Exhibited the highest standards of professionalism.</p>

Professional/Analytic Contributing Factors

Pay Band 2

Contributing Factor – Technical Proficiency	
Expected	Enhanced (<i>Additions at this level.</i>)
<p>Applies substantive knowledge and skills (including use of appropriate technology or tools) to independently perform a full range of assignments, including moderately complex work activities; seeks occasional guidance as appropriate.</p> <p>Acquires, develops, and maintains relevant job skills through a variety of methods.</p> <p>Stays up-to-date in professional/technical specialties and applies this knowledge to improve own performance and contribute to work unit performance.</p> <p>Demonstrates a thorough understanding of the organization's mission, functions, values, applicable policies and procedures, and internal and external factors that affect the organization; seeks out opportunities to use this knowledge constructively to contribute to organizational objectives and priorities.</p>	<p>Applies depth and breadth of knowledge to independently perform well on the most complex or varied assignments at this level.</p> <p>Takes initiative to improve technical knowledge and skills through a variety of self-directed development activities, resulting in an increased ability to contribute to the mission.</p> <p>Is frequently consulted by others because of depth and/or breadth of understanding of the organization and the internal and external factors that affect it; seeks out and capitalizes on opportunities to use this knowledge to contribute to organizational goals and outcomes.</p>
Contributing Factor – Critical Thinking	
Expected	Enhanced (<i>Additions at this level.</i>)
<p>Identifies information necessary to define and understand complex issues; collects necessary information.</p> <p>Efficiently and effectively analyzes and integrates complex data to identify emerging patterns or trends and draw reasonable, logical conclusions.</p> <p>Identifies and evaluates alternative solutions to complex problems or issues that affect own or others' work.</p> <p>Makes timely and logical recommendations or decisions in a variety of complex situations that affect the work unit; seeks supervisory assistance for unusual situations.</p> <p>Reviews current work processes, and identifies innovative or creative ways to improve efficiency or effectiveness.</p>	<p>Rapidly and correctly identifies key issues or problems and assesses their significance.</p> <p>Displays persistence in tracking down hard-to-obtain information.</p> <p>Makes effective recommendations for solving problems beyond immediate scope of responsibility.</p> <p>Makes timely and logical recommendations or decisions when circumstances are ambiguous or complete information is not available.</p> <p>Evaluates the impact of external events on current processes and uses this information to develop appropriate alternatives.</p>

Professional/Analytic Contributing Factors

Pay Band 2

Contributing Factor – Cooperation and Teamwork	
Expected	Enhanced (<i>Additions at this level.</i>)
<p>Contributes to achieving work unit goals by working collaboratively and flexibly with others and building effective partnerships across units.</p> <p>Treats everyone fairly and professionally, respecting and valuing individual differences and diversity.</p> <p>Shares relevant knowledge and information with others.</p> <p>Contributes to a positive team atmosphere that fosters cooperation, trust, and group identity.</p> <p>Handles challenging work-related disagreements or conflicts and resolves them in a positive and constructive manner; develops options to resolve disagreements or conflicts that require resolution at a higher level.</p>	<p>Contributes to achieving organizational objectives by building effective partnerships across organizations.</p> <p>Takes initiative to make extra contributions to work unit efforts; recognizes when others need assistance and provides support to advance unit goals.</p> <p>Fosters a climate of trust by demonstrating respect for and value of individual differences and diversity.</p> <p>Seeks out opportunities to share relevant knowledge and skills with others.</p> <p>Develops formal knowledge sharing systems (e.g., work aids, technical papers, etc.).</p> <p>Anticipates and strives to mitigate potential conflicts or disagreements.</p>
Contributing Factor – Communication	
Expected	Enhanced (<i>Additions at this level.</i>)
<p>Seeks and actively listens to others' questions, ideas, and concerns; shows respect for and carefully considers diverse viewpoints and crafts clear and organized responses, following up to ensure understanding.</p> <p>Communicates moderately complex information, concepts, and ideas in an accurate, clear, concise, comprehensive, well-organized, and timely manner; written communications typically require minimal revisions.</p> <p>Tailors communication style (e.g., language, tone, and format) and customizes communications to meet the audience's needs and level of understanding.</p>	<p>Adeptly reads interpersonal interactions and nonverbal cues and adjusts own behavior to more effectively communicate with others.</p> <p>Prepares and delivers communications that are of exceptional technical quality as recognized by peers, supervisors, and/or customers.</p> <p>Communicates complex information, concepts, and ideas to a range of audiences in a manner that facilitates their understanding.</p>

Rating Levels

Standard rating levels used in DoD

<u>Rating Level</u>	<u>Level of Performance</u>	<u>Performance Description</u>
Level 5	Role Model	Almost always meets the standards described by the Role Model benchmarks
Level 4	Exceeds Expectations	Almost always meets the standards described by the Valued Performance benchmarks and, typically, but less than almost always meets the standards described by the Role Model benchmarks
Level 3	Valued Performance	Almost always meets the standards described by the Valued Performance benchmarks
Level 2	Fair	Almost always meets the Valued Performance benchmarks, but only as a result of guidance and assistance considerably above that expected at the Valued Performance level
Level 1	Unsuccessful	Performs below Level 2, or fails a Standard Performance Factor in the performance of a single assignment where such failure has a significant negative impact on accomplishment of the mission or where a single failure to perform could result in death, injury, breach of security, or great monetary loss



Share Distribution (IMCOM Mandated)

RATING LEVEL	AVERAGE RATING	# SHARES ASSIGNED
5	4.76 – 5.00	6
5	4.51 – 4.75	5
4	4.01 – 4.50	4
4	3.51 – 4.00	3
3	3.00 – 3.50	2
3	2.51 – 2.99	1

PERFORMANCE EVALUATION

Weights & Contributing Factor Impacts

Objective "What"	Rate "What"	Consider "How"	Rate "How"	Adjusted Rating	Apply Weight	
	<u>Weight</u>					
#1	35%	3	-1	2	.70	
		+1				
		0				
		-1				
#2	30%	3	+1	4	1.20	
#3	35%	4	-1	3	1.05	
		Use Performance Indicators		Use Contributing Factors	Average Rating	2.95
					Rounded to Rating	3
					Shares Awarded	1

PERFORMANCE EVALUATION

Weights & Contributing Factor Impacts

Objective "What"	Rate "What"	Consider "How"	Rate "How"	Adjusted Rating	Apply Weight
	<u>Weight</u>				
#1	35%	3	0	3	1.05
		+1 0 -1			
#2	30%	3	+1	4	1.20
#3	35%	4	-1	3	1.05
	Use Performance Indicators		Use Contributing Factors	Average Rating	3.30
				Rounded to Rating	3
				Shares Awarded	2

PERFORMANCE EVALUATION

Weights & Contributing Factor Impacts

Objective "What"	Rate "What"	Consider "How"	Rate "How"	Adjusted Rating	Apply Weight
	<u>Weight</u>				
#1	35%	3	+1	4	1.40
#2	30%	3	+1	4	1.20
#3	35%	4	-1	3	1.05
		Use Performance Indicators	Use Contributing Factors	Average Rating	3.65
				Rounded to Rating	4
				Shares Awarded	3

Payouts for Special Situations

Conversion Date: Cycle start 1 Nov 07

50% Payout

520 - 956 hrs

NSPS entry after

16 Apr 08 and before

1 Jul 08

75% Payout

956 - 1433 hrs

NSPS entry after

23 Jan 08 and before

16 Apr 2008

100% Payout

> 1433 hrs

NSPS entry after

1 Nov 07 and before

23 Jan 08

- Employees must be under standards for a **minimum of 90 days** to receive a payout; if not, they will receive the entire government-wide general pay increase (GPI).
- Employees who retire, accept a legacy position, etc between the end of the rating period and the effective date of the payout will not receive a payout.

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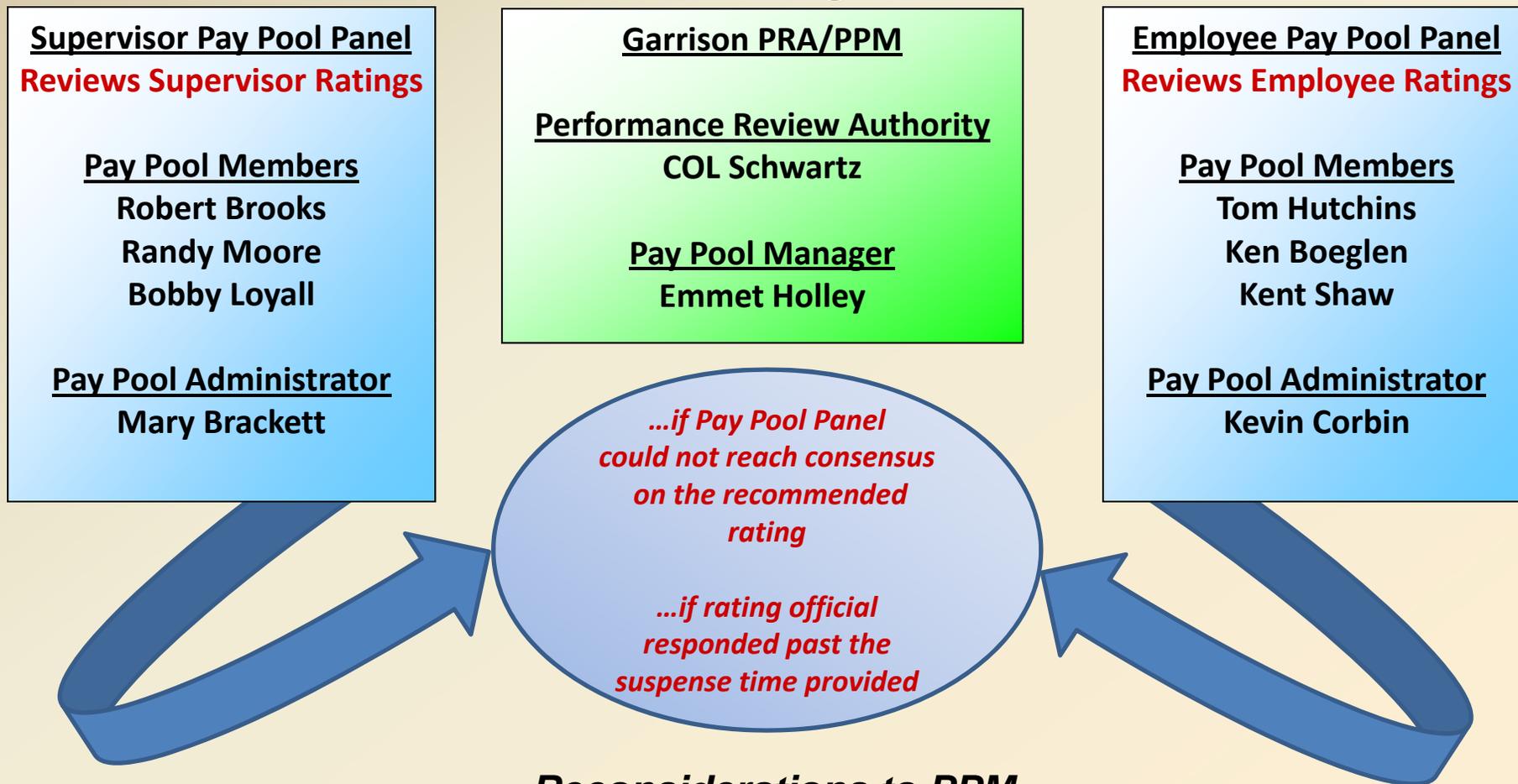
U.S. Army Garrison Pay Pool

The Purpose

- *The Pay Pool provides a process to ensure managers/supervisors **apply standards equitably** when rating their employees...and that rewards provide incentives to the workforce*
- *Through the use of one pay pool that comprised two pay pool panels the **understanding of valued employee** and role model performance is enhanced and the principle of equal pay for equal work is emphasized*
- *The role of the pay pool manager is to **validate** and **approve** the recommendations of the pay pool*

U.S. Army Garrison Pay Pool

Members/Rating Review



Reconsiderations to PPM

Every objective of every employee reviewed at least once by each panel member, except ratings of "3".



Pay Pool

The Process

- *Pay Pool Administrator provided hard copy of appraisal to pay pool panel*
- *All Panel Members reviewed **every objective for every employee (except ratings of "3")***
 - *Appraisals with a rating of "3" were divided among the panel members; those that were questionable to one panel member were reviewed by all panel members*
- *Panel reviewed appraisals against job objective performance indicators and contributing factor descriptors/benchmarks*
- *Each panel member provided a vote; votes were reviewed*:*
 - *where all agreed with rating official, recommended approval to PPM*
 - *where disagreed with rating official, contacted rating official to **defend difference** in objective rating(s) or contributing factor(s); rating official provided 24 hrs to provide written input to panel; panel considered rating official input, made final recommendation to PPM*
 - *Goal: the panel will reach **consensus** on the recommended rating; if not, the PPM will make the final decision*

Pay Pool

Funding Elements

Element 1: WGIs, QSIs, in-band promotions

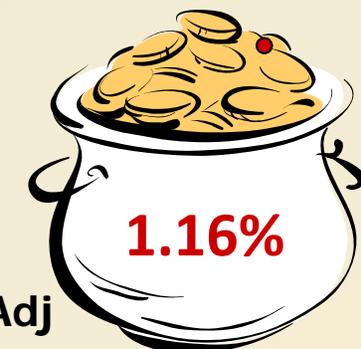
- Minimum floor set by DoD (2.26%)
- IMCOM directed **2.3%**
- For salary increases only

Element 2: Remainder of General Pay Increase

- Set by SecDef (**2.9%**)
- Max 40% of GPI (**1.16%**)
- 60% (**1.74%**) to Rate Range Adj
- **1%** to LMS/Pay Band Adj
- Salary increases only

Element 3: Performance (cash) awards

- Budgeted by organization
- IMCOM directed **1.5%**
- For bonuses only

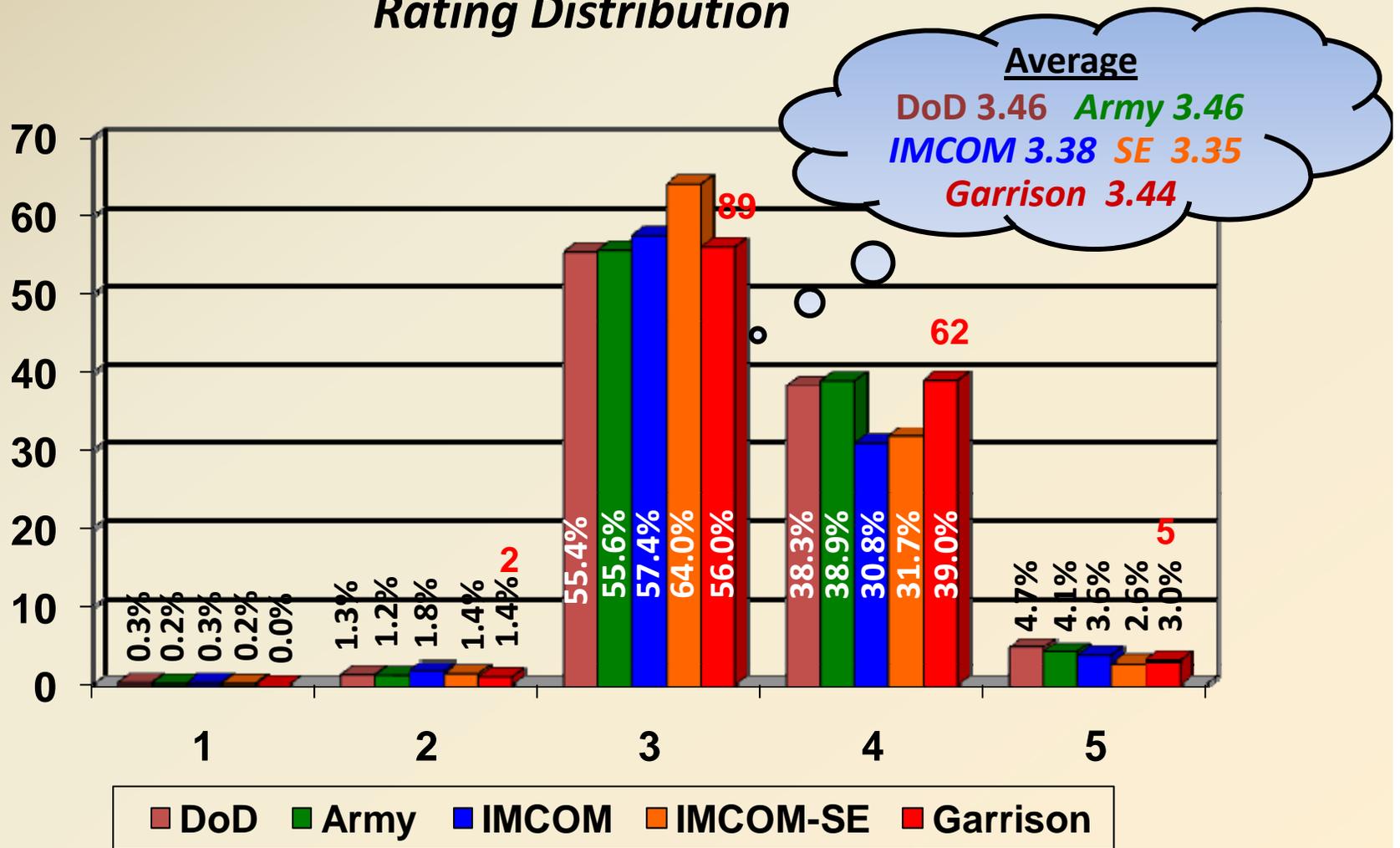


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U.S. Army Garrison Pay Pool

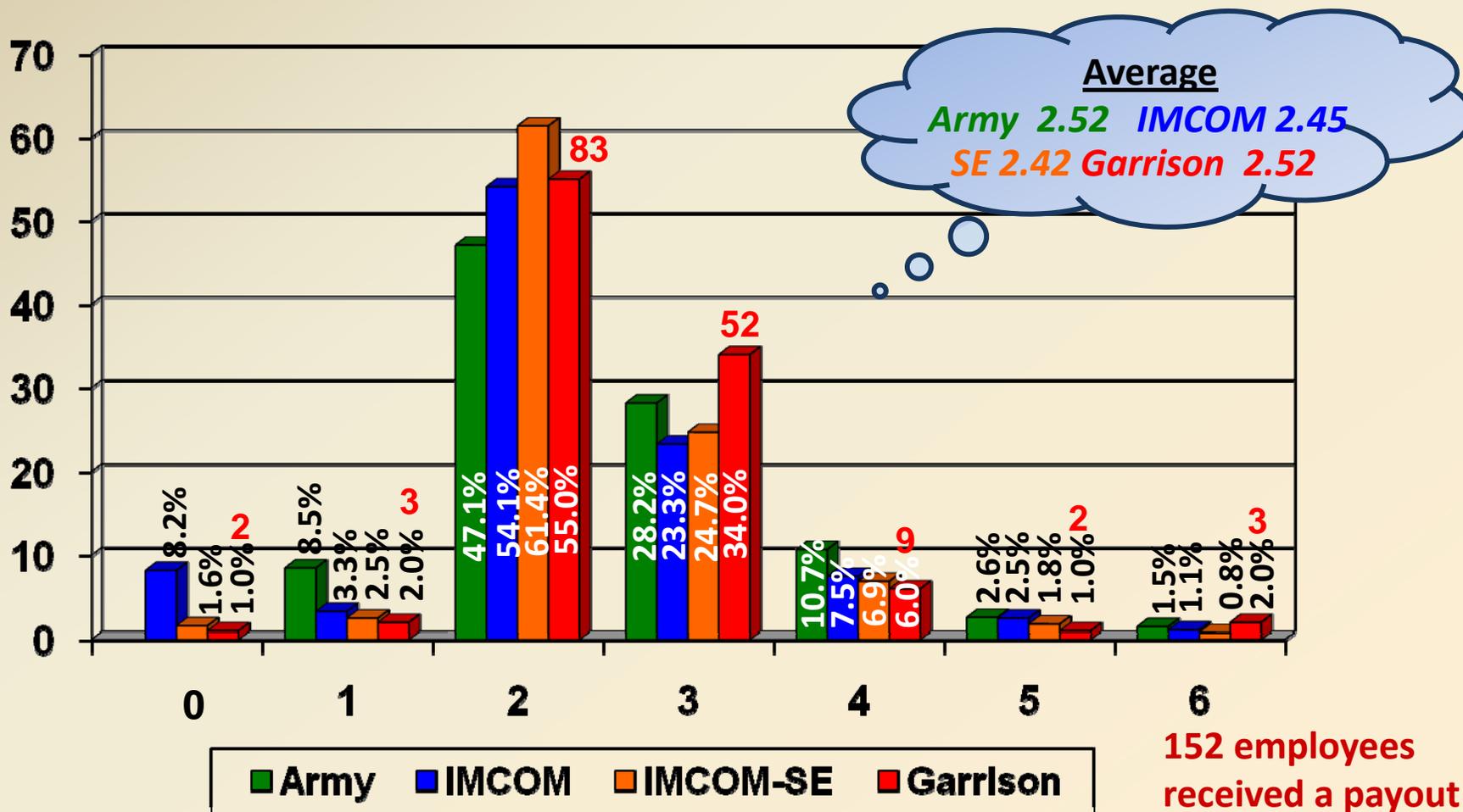
Rating Distribution



DoD: 170,000 / Army: 37,307 / IMCOM: 8,832 / SE: 1,631 / GARRISON: 158

U.S. Army Garrison Pay Pool

Share Distribution



Must receive a rating of "3" or higher to receive share payout

- (1) IAW performance indicators & contributing factor benchmarks
- (2) Provides equitable distribution based on performance

Payout Statistics

- IMCOM Recommended Payout Philosophy: Higher the performance, greater % to salary regardless of standing in pay band (unless at very top)
 - For rating of “5”, goal was 100% to salary
 - For rating of “4”, goal was 75% of base pay to salary and 25% to bonus; **actual was 81.3% to salary and 18.7% to bonus**
 - For rating of “3”, goal was 50% of base pay to salary and 50% to bonus; **actual was 56.3% to salary and 43.7% to bonus**
- Value of a share: 2.0494% (x #shares x base pay = payout)
- Payout Range
 - **Minimum:** \$922 (Rating of 3 or higher)
 - **Maximum:** \$12,830
 - **Average:** \$3,113
- Salary: 72.1% of Total Payout
 - **Minimum:** \$522
 - **Maximum:** \$8,717
 - **Average:** \$2,275
- Bonus: 27.9% of Total Payout
 - **Minimum:** \$0
 - **Maximum:** \$5,083
 - **Average:** \$903
- Total Payout with Rate Range Adj (1.74%); Average = \$4,117 (6.7%)
- Also received .68% of 1% for LMS (13.18% to 13.86%)



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Assessment of Pay Pool

- **The pay pool panel evaluated NSPS ratings IAW:**
 - IMCOM Pay Pool Business Rules
 - Job Objective Performance Indicators
 - Contributing Factor Descriptors/Benchmarks
- **The ratings assigned to the employees were an equitable and accurate assessment of performance based on a “common understanding” of a “3” rating**
- **The performance payout philosophy is based on IMCOM guidance:**
 - Distribution of Shares – mandated
 - Payout Distribution – recommended
- **Believe our general process is sound; continue to support the voting/discussion process**

AAR

General Comments

- **Develop Garrison Pay Pool Business Rules**
- **Identification and training of new pay pool members/rating officials is critical**
- **Need a sustained effort to ensure newly assigned supervisors and employees are trained - work with CPAC**
- **Develop an awards policy for NSPS employees (Special Act/On-the-Spot, not performance/QSI); how does an award impact an employees rating?**
- **Develop a Garrison NSPS Website – further communication**
- **Make every effort to give the employee credit for a closeout assessment**
 - **Attempt to apply against current objective(s) and/or contributing factor(s)**
 - **However, the assessment must be measured against the current objectives, not the previous**

AAR

General Comments for Employees and Rating Officials

- A Level “3” Rating is valued performance and is a **GOOD** Rating
 - A majority of employees will fall into this category; but don’t believe all employees are convinced
- Specific issues that impact rating
 - Writing capability of raters and employees; grammar/misspellings
 - Objectives:
 - Write objectives at level 3; poorly written objectives impacted ratings; employees must develop SMART objectives (foundation of the appraisal system)
 - Minimize number of objectives (use 2-4, 3-5?)
 - You cannot add to or modify the standard supervisory objective
 - Pay attention to weighting – weight according to importance to mission

AAR

General Comments for Employees and Rating Officials

- **Contributing Factors:**

- Minimize contributing factors (1 per objective, 2 max)
- Carefully choose the critical factor that best fits the objective
- A contributing factor should not be the same as the objective
- You must, at a minimum, use leadership as the contributing factor for the standard supervisory objective

- **Objectives - Assessments and Evaluations:**

- Rating Officials are not addressing the measurable portion of the objectives in their evaluations
- Ratings above level 3 must clearly show that the work exceeded the objective; then clearly exceeded the performance indicator
- Supervisors must address every performance objective in their write-up. Employees need to be fully represented
- Supervisors continue to struggle with the definition of a 3, 4, and 5; often we ran into, “This employee met all their goals”, with an accompanying rating of 4. “Met the standard” is now a 3
- Don’t identify rating level in the assessment write up

AAR

General Comments for Employees and Rating Officials

- **Contributing Factors – Assessments and Evaluations:**
 - Comments are mandatory to support a +1 or -1 rating
 - The contributing factor must clearly specify HOW the employee went above and beyond the expected level to the enhanced level. DO NOT copy or REPEAT the Enhanced Factor Standard criteria.
- **Rater must complete “Component Unique Information” block**
- **Rating assessments and contributing factors written in narrative style; did not always clearly specify an objective**
 - Use bullet comments for justifications and contributing factors
- **Rater comments are primary source for the panel to make a ratings determination**
 - Raters that simply concurred did not help
 - Raters should not repeat what the employee wrote
 - Evaluations should not read like the position description (duties); raters must adequately **EVALUATE** employee performance



Ensuring
Internal Equity

Role of the HLR

The HLR is a DOD and Army Requirement

- Remain involved in the performance management process throughout the rating period
 - Approve performance plans
 - Approve interim, closeout, and annual appraisals
 - Document employee's support of Army values in the "component unique information" block
- Ensure organizational goals are communicated to all employees and supervisors
- Assess and review individual contributions to the mission
- *Confer with subordinate rating officials and consider recommended ratings*
- Assure equitable and consistent application of, and compliance with, rating requirements by all subordinate rating officials
- *Don't make the pay pool panel do your job! Once you push the button, your voice is lost. All questions go to the rating official.*



U.S. Army Garrison FY08 Pay Pool Results

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Questions?

February 2009