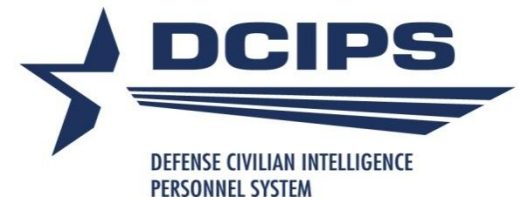




# *Army 2011 Performance Management and Bonus Process Review*





# Agenda

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- Purpose
- Key Impacts
- Lessons Learned
- Organizations Analyzed
- Army Aggregate Data
- Bonus Group Results
- DCIPS Wide Results
- Historical Data



# *Purpose*

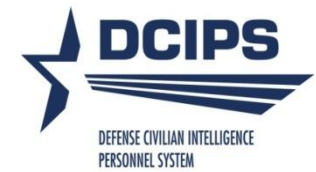
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The purpose of this brief is to provide a comprehensive overview of the 2011 Performance Management and Bonus Process. It also depicts a 2009 and 2010 bonus data set to correlate the results of the 2011 analysis to possible key decisions in the process.

**BLUF:** The FY2011 process showed improvements, but the need for continued emphasis on shared understanding of performance remains. There was a slight increase in ratings, not attributed to the reduced funding of the bonus budgets.



# Key Impacts – 3 Each Positive and Negative



- ❑ The Performance Management Process for the second year in DCIPS Bands yielded a clear distinction in ratings resulting in a slight increase in performance
  - An approximate 14% decrease in Successful ratings
  - An approximate 11% increase in Excellent ratings
  - An approximate 3% increase in Outstanding ratings
- ❑ The informal review period allowed for local resolution and reduction of the reconsideration requests at HQDA, G-2 level
  - Only 3 requests required G-2 ruling/determination to date
- ❑ The additional guidance on the PRA authority added fidelity in the review of organizational wide ratings
- ❖ The 50% Bonus Rule proved problematic and restricted the ability to adequately reward the workforce – common theme for the second year
- ❖ The automated tools supporting the process requires continued modification
  - PAA Tool allowed HLRs to approve reports prior to PRA approval
  - CWB required changes for processing the QSIs through DCPDS
- ❖ The reduction in funding showed little benefit for level of effort for the process



# ***Other Impacts to the Process Bonuses and Awards Funding***



- ❑ OPM/OMB memo of June 2011 required agencies/departments to cap bonus and awards spending in FY2012
- ❑ Funding reduced to 1% of total salaries for bonuses and awards
- ❑ QSIs and incentives excluded from cap, but directed to hold to FY2010 levels
- ❑ USD(I) in coordination with the Defense Intelligence Human Resource Board (DIHRB) set a minimum funding of 0.8% for Bonus Boards
- ❑ Army organizations had the flexibility to use the full 1% funding in their bonus pools



# Lessons Learned



## □ Performance Management Process

- Rater consistency training for shared understanding of ratings category remains requirement as raters change from cycle to cycle
- Employees and Managers/Supervisors require additional training on writing SMART Objectives and Self Report of Accomplishments (SRAs) – (Employees not capturing the impact of their performance, and Raters not articulating/defending ratings given within the narrative)
- Ratings distinctions are difficult to explain when the tenth of the decimal point in the final rating impacts the ratings category (Successful vs Excellent)
- Reviewing Officials continue to prematurely approve ratings prior to completion of PM PRA Review
  - *Super-Users were given access to correct the Premature Approvals, but unable to make some corrections requiring a Help Desk ticket to be initiated to obtain resolution*



# Lessons Learned



## □ The Bonus Process

- The 50% Bonus Rule continues to prove problematic; does not allow the organizations maximum flexibility to adequately reward employees
- As ratings converge to a specific numerical rating, establishing a threshold will become more difficult and will limit the percentage of bonuses awarded
- Training for Data Administrators must be conducted on an annual basis to provide adequate training for new administrators
- Training board members just prior to commencement of the boards and identifying alternate members improved the process
- The automated tools require additional modification
  - *PAA – Premature approvals continue to process in the system*
  - *CWB – Successful upload of the QSIs into DCPDS require fix*



# Organizational Data Reviewed for Analysis



ORGANIZATIONS	EMPLOYEES	ORGANIZATIONS	EMPLOYEES
AASLT	70	OAA	45
AFRICOM	20	SMDC	60
ATEC	78	TRADOC	969
AMC	412	USA AFRICA	20
FORSCOM	147	USA EUROPE	67
HQDA, G-2	208	USA NORTH	14
IMCOM	278	USA SOUTH	21
INSCOM	3146	USA PACIFIC	73
JSOC	67	USACE	46
MEDCOM	58	USARC	35
NETCOM	100	USASOC	151
650TH MI	22	<b>TOTAL EMPLOYEES</b>	<b>6107</b>

Organizational data was based on PRA certification and data reported. Total numbers do not include Employees in the following categories: Transition, New Hires Less than 90 days, and Offline Evaluations.





# Army Aggregate Report for Employees

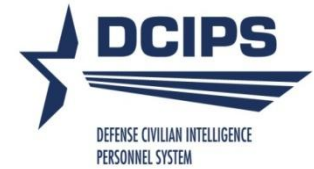


## Overall Summary – FY11 Performance Cycle

Overall Workforce Considered	5709
Number of Bonus Pools	153
Average Overall Rating	3.76
Average Bonus Budget Percentage	.81%
Average Bonus Amount	\$1723
Number of QSIs	237
Percent of Workforce Receiving a Bonus	46%



# Army Aggregate Report for Employees



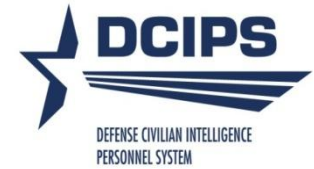
## Overall Comparison – FY10 vs FY11 Performance Cycle

2 Year Comparison	FY2010	FY2011
Overall Workforce Considered	5393	5709
Number of Bonus Pools	140	153
Average Overall Rating	3.78	3.76
Average Bonus Budget Percentage	1.77	.81%
Average Bonus Amount	\$2813	\$1723
Number of QSIs	258	237
Percent of Workforce Receiving a Bonus	47%	46%



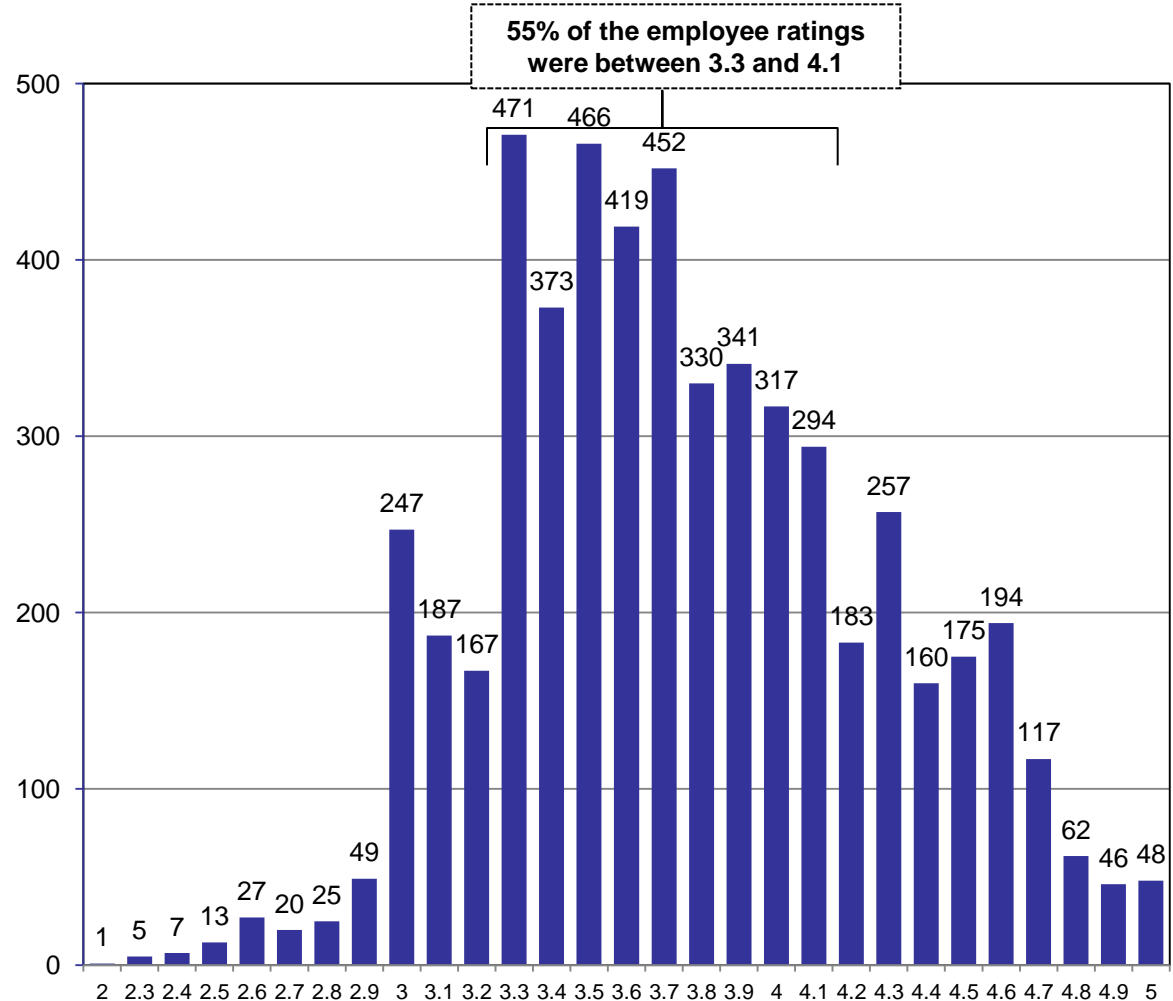
# Bonus Group Results

## General Data



<b>Total Employees</b>	<b>5709</b>
<b>Average Rating</b>	<b>3.76</b>
<b>Average Percent of Employees Receiving a Bonus</b>	<b>46%</b>
<b>Total Employees Receiving a QSI</b>	<b>237</b>
<b>Average Bonus Amount</b>	<b>\$1723</b>
<b>Mode Bonus Amount</b>	<b>\$2,306</b>
<b>Lowest Bonus Amount</b>	<b>\$34</b>
<b>Highest Bonus Amount</b>	<b>\$6,239</b>
<b>Number of Bonus Pools</b>	<b>153</b>

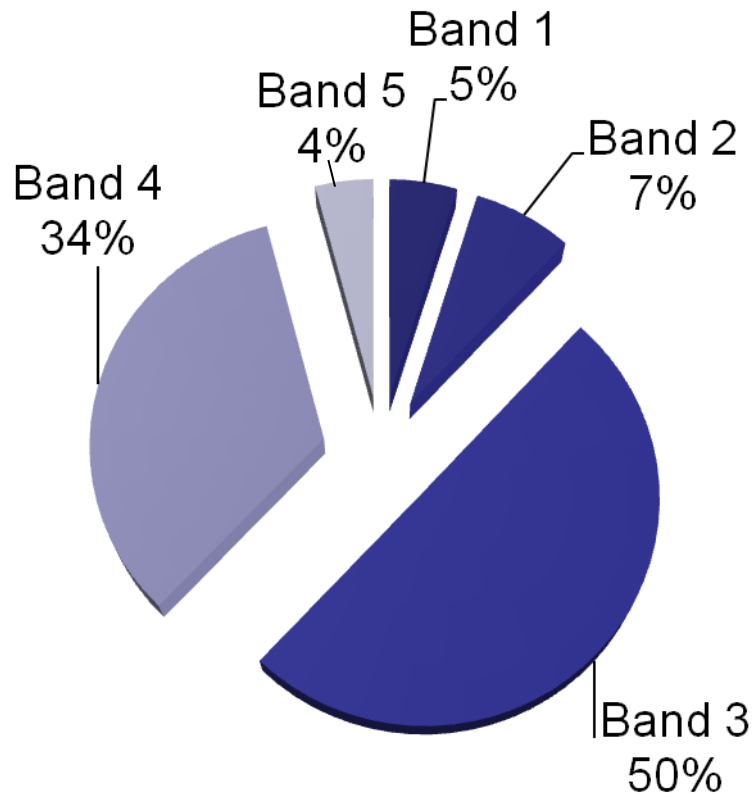
Overall  
Ratings Distribution – Visual Representation



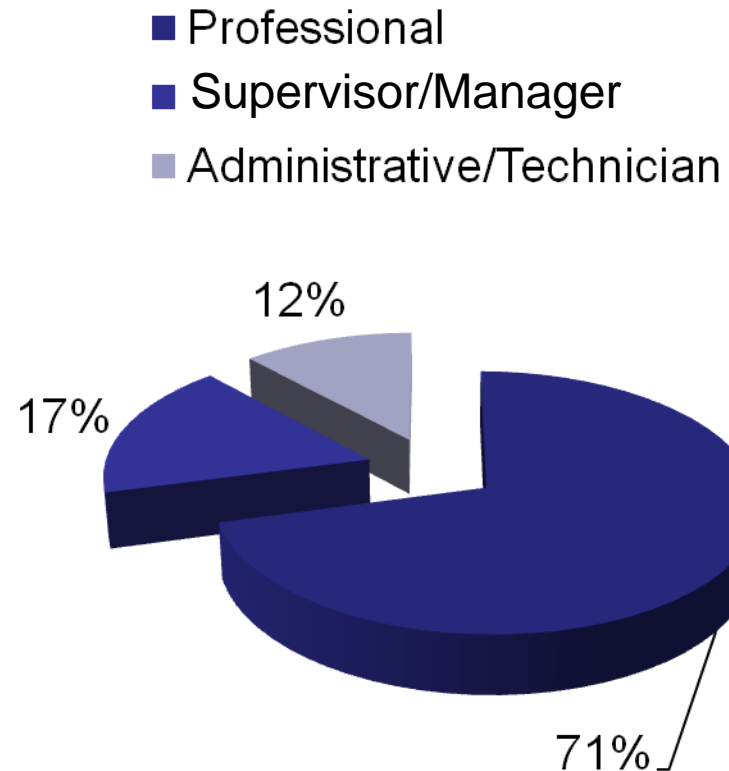


# Bonus Group Snapshot

## Pay Bands

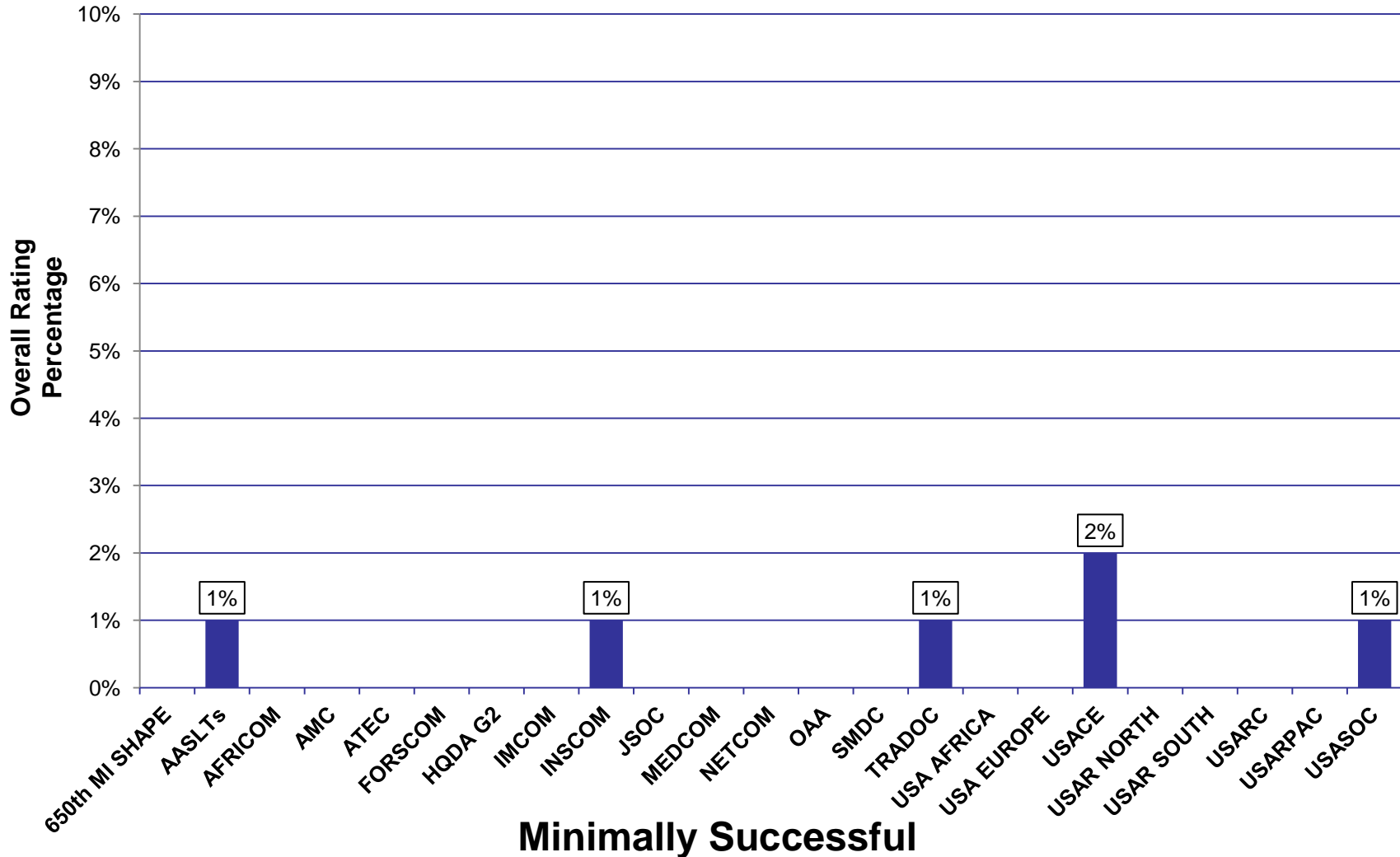
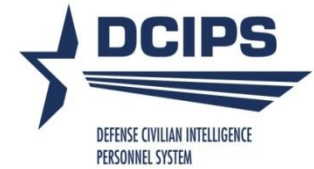


## Work Category



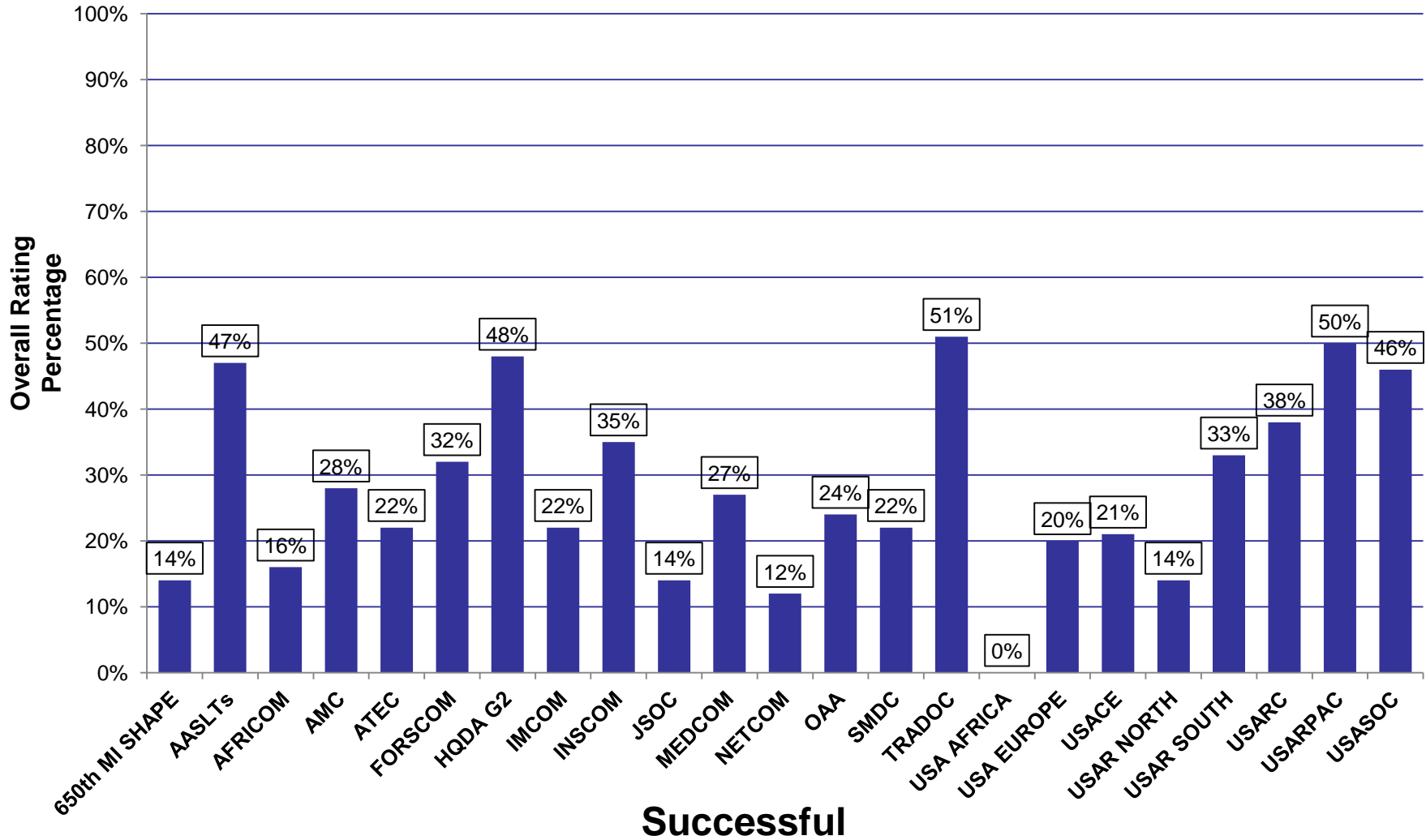
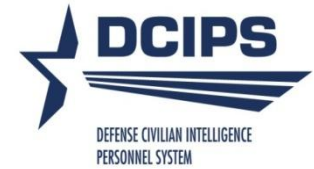


# Employees Rated Minimally Successful (Level 2)



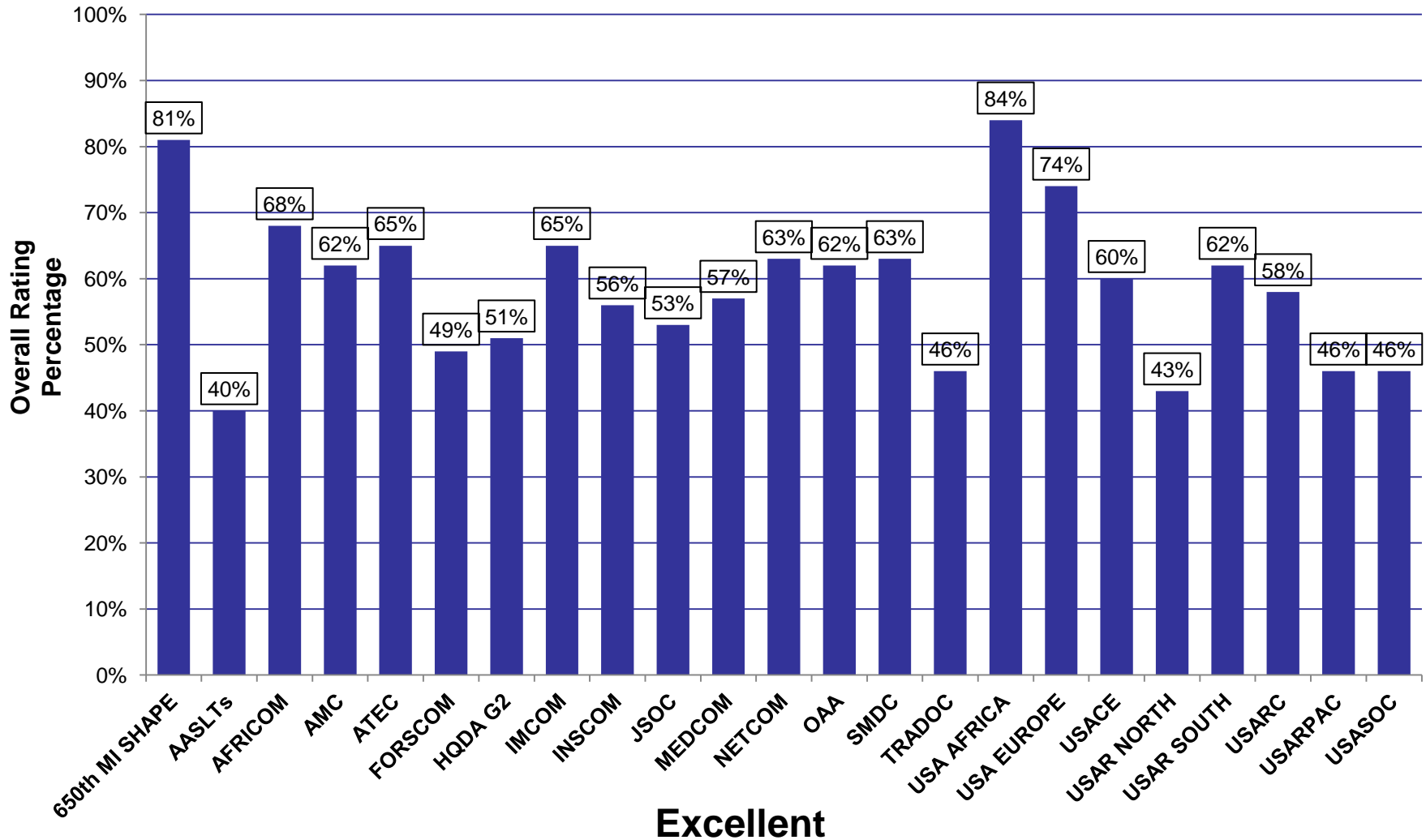
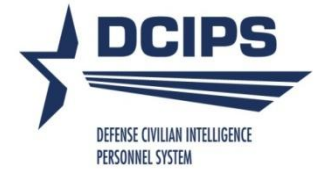


# Employees Rated Successful (Level 3)



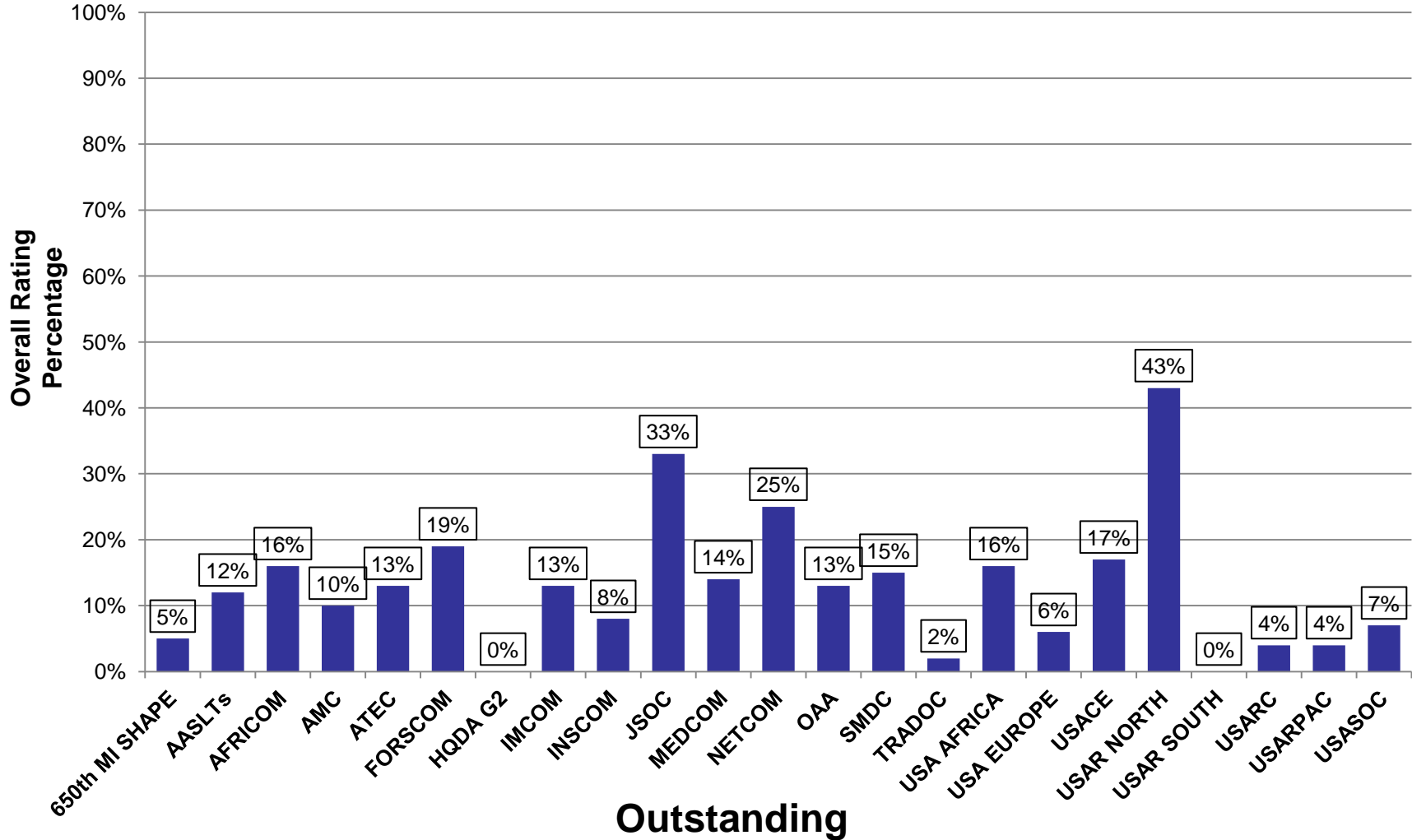
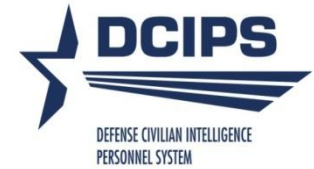


# Employees Rated Excellent (Level 4)





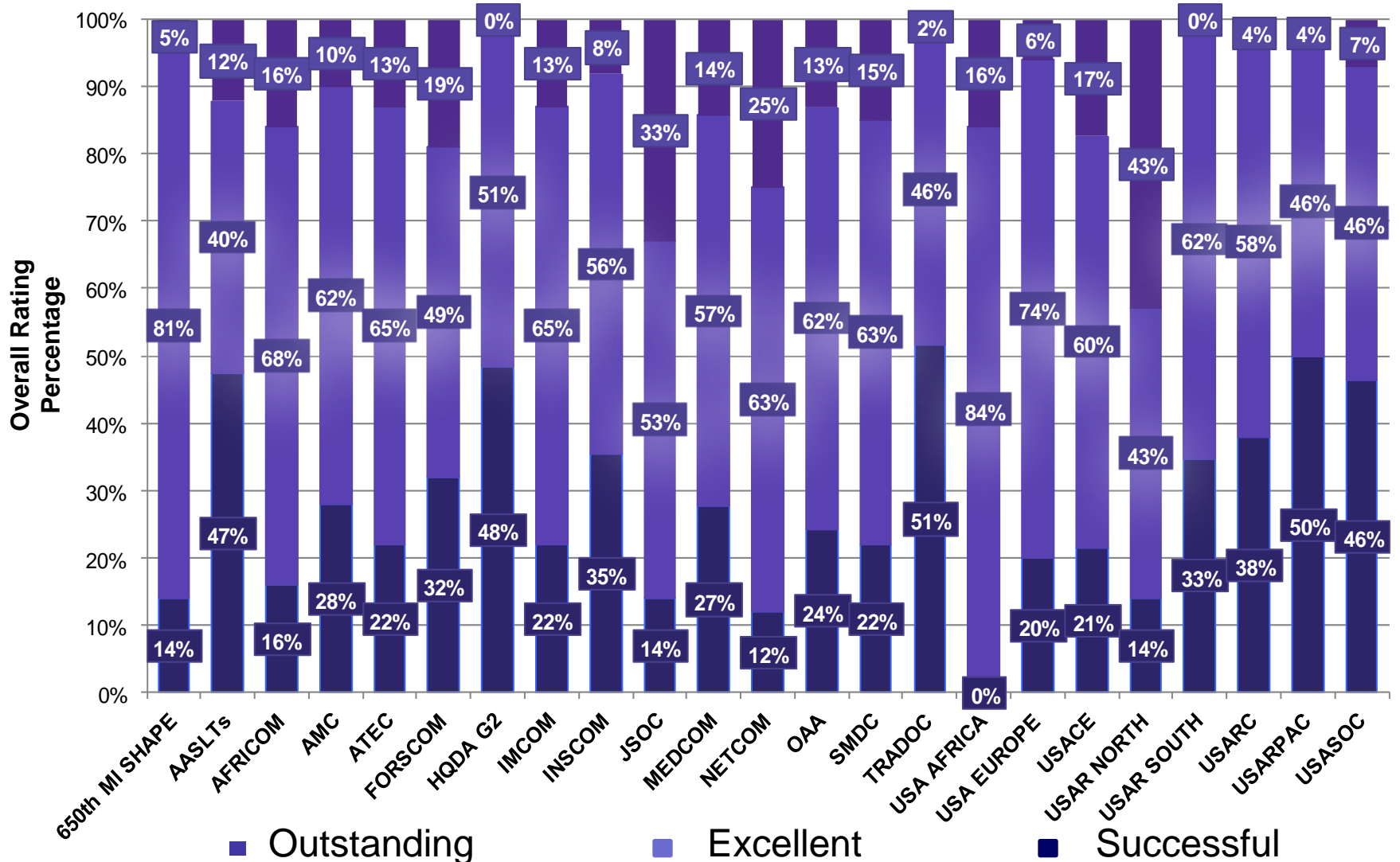
# Employees Rated Outstanding (Level 5)





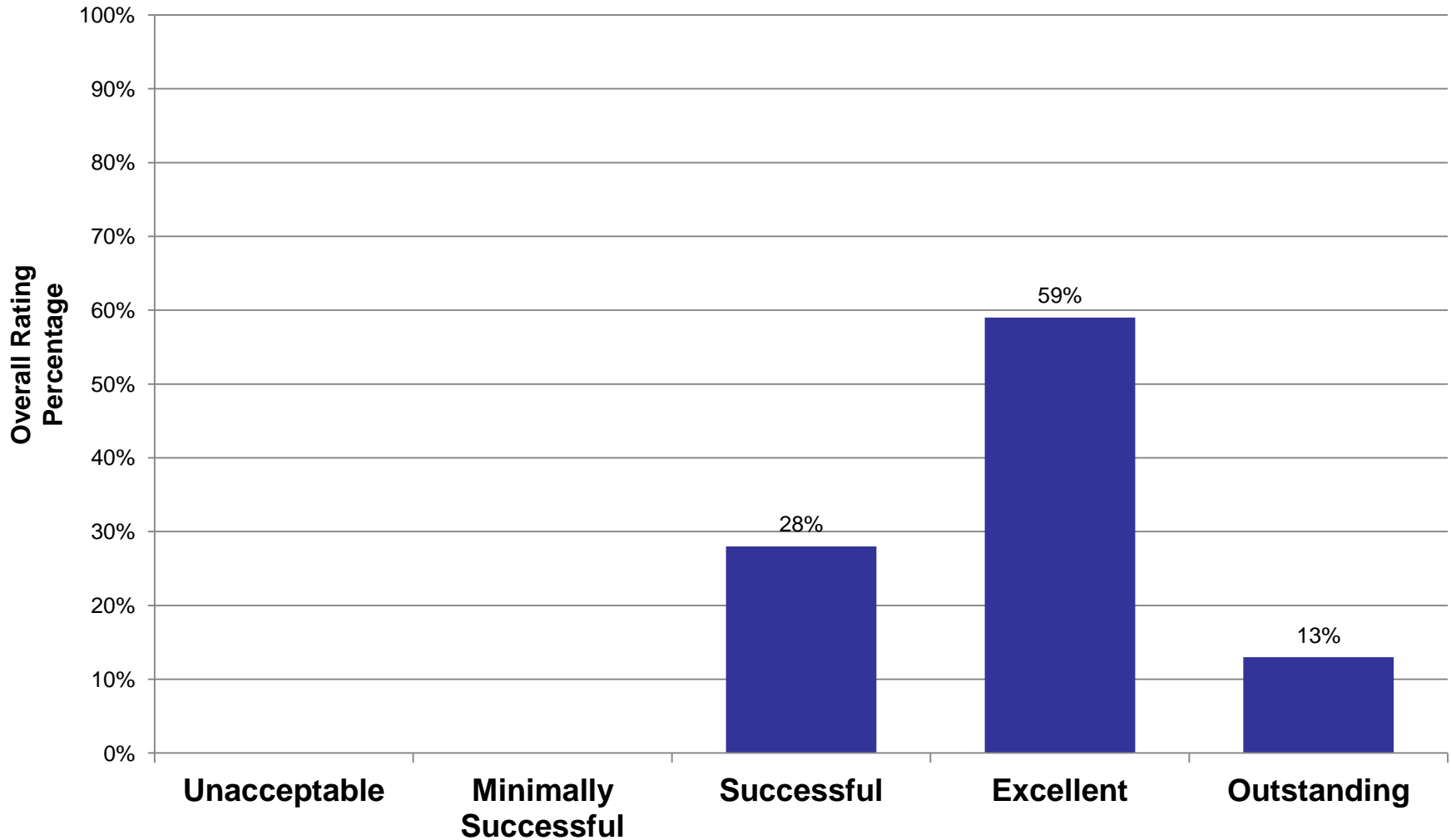
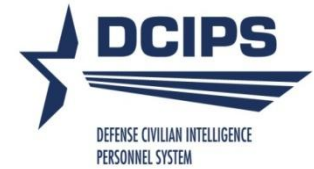


# Employees Rated Successful and Above





# Overall Aggregate Ratings by Category

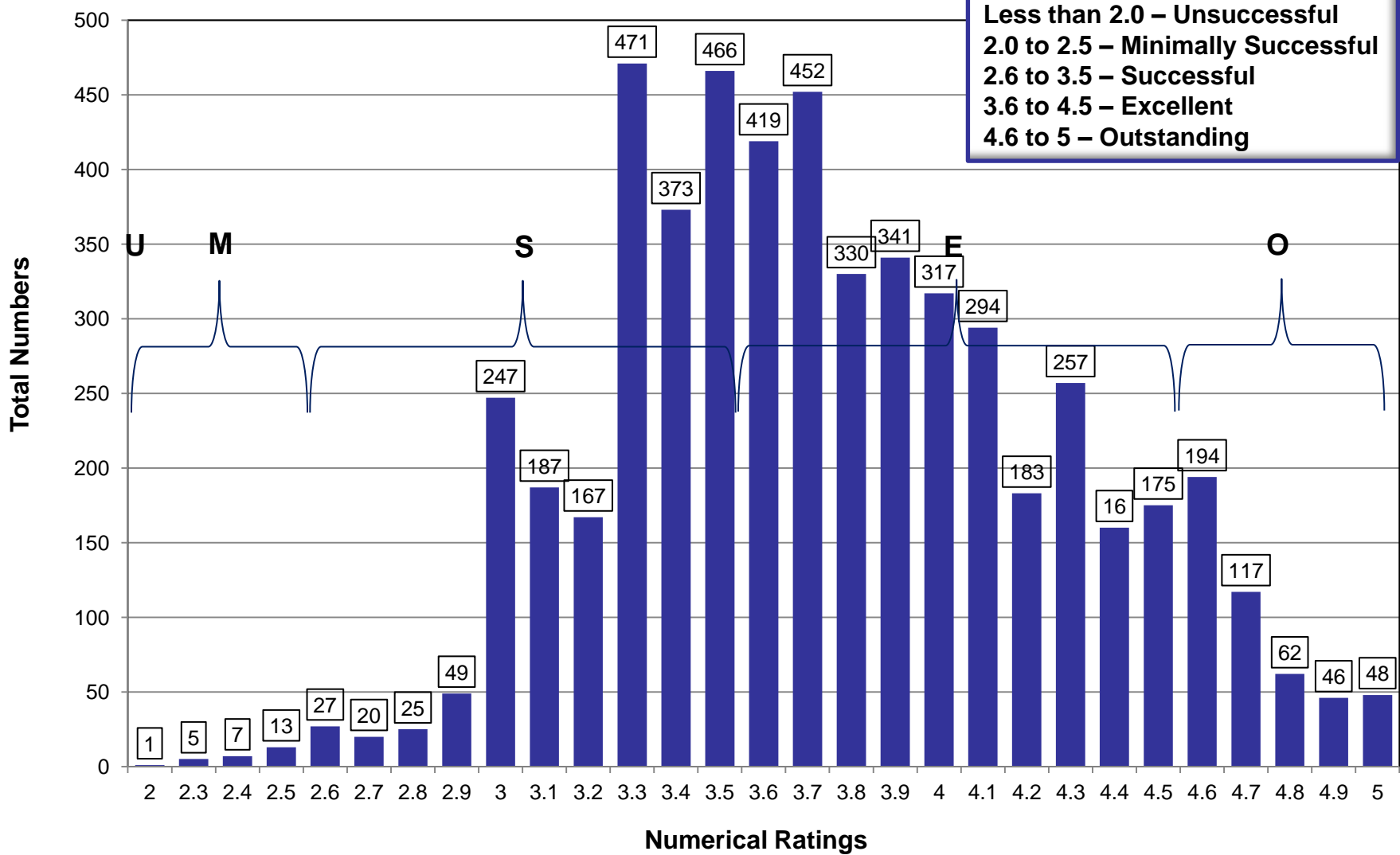




# Totals Count by Individual Ratings

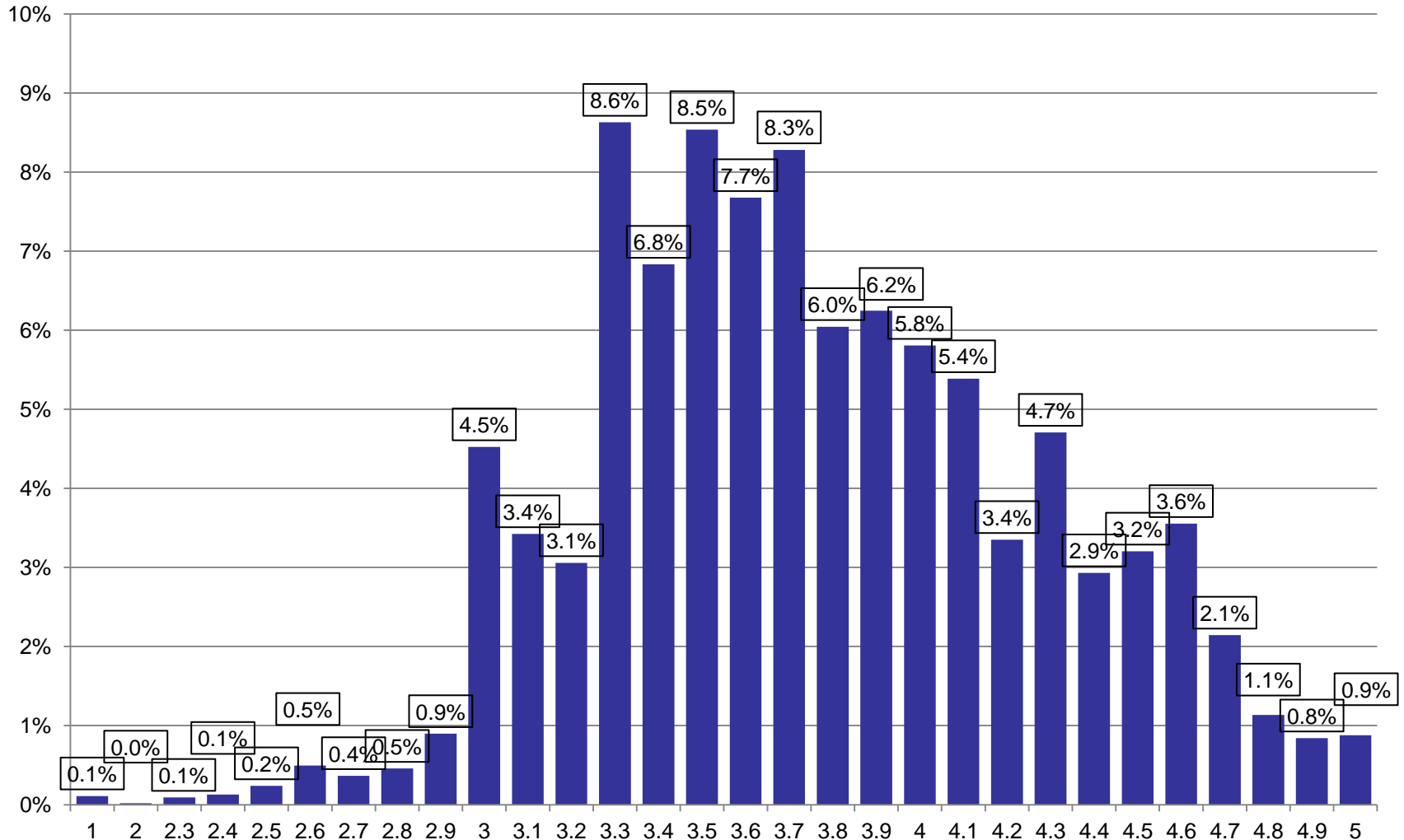
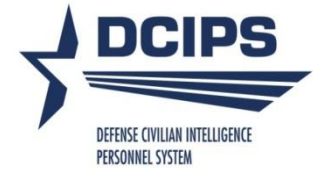


**Range of Ratings:**  
 Less than 2.0 – Unsuccessful  
 2.0 to 2.5 – Minimally Successful  
 2.6 to 3.5 – Successful  
 3.6 to 4.5 – Excellent  
 4.6 to 5 – Outstanding



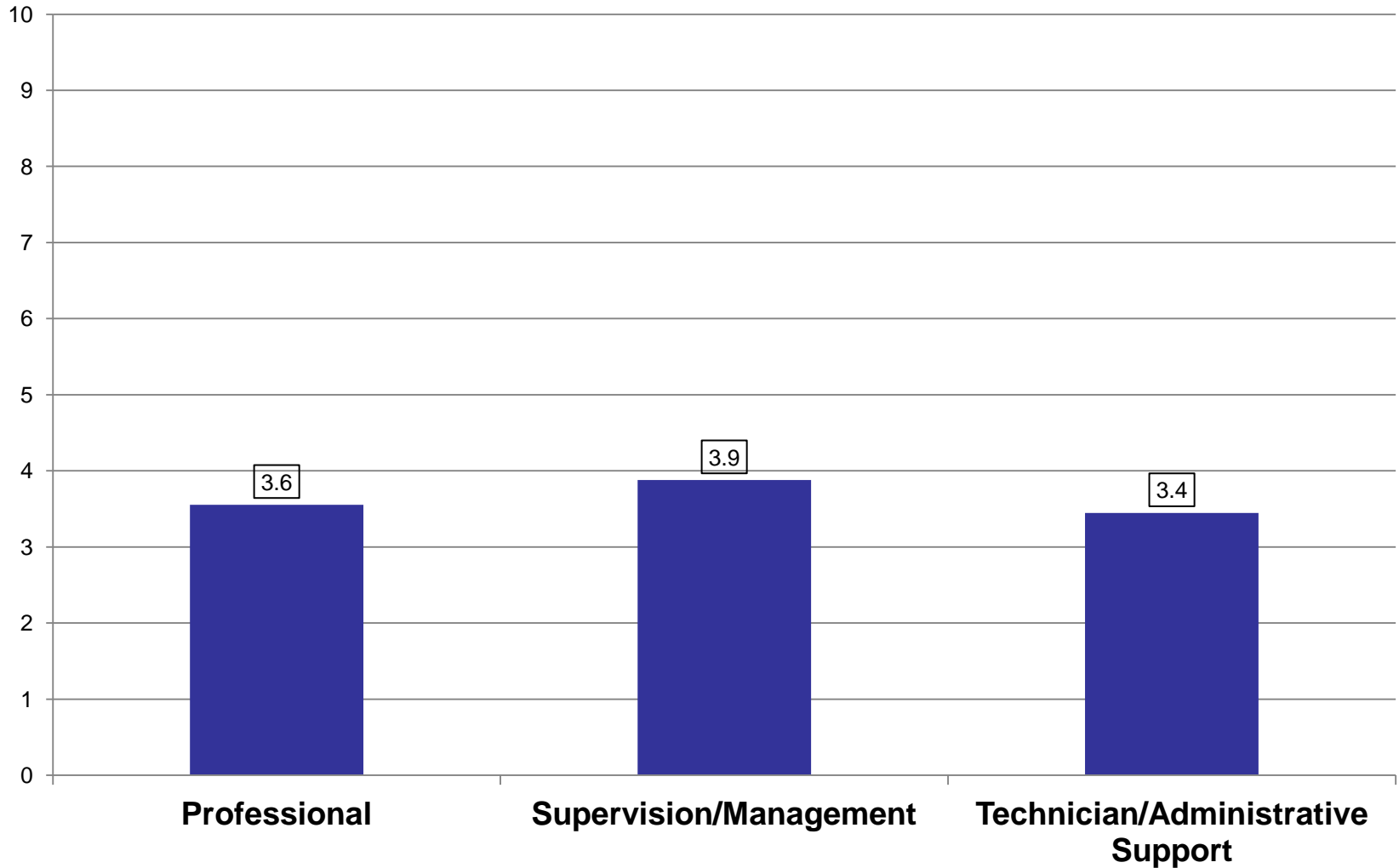
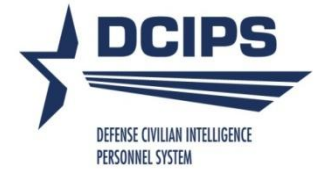


# Percentages by Individual Ratings



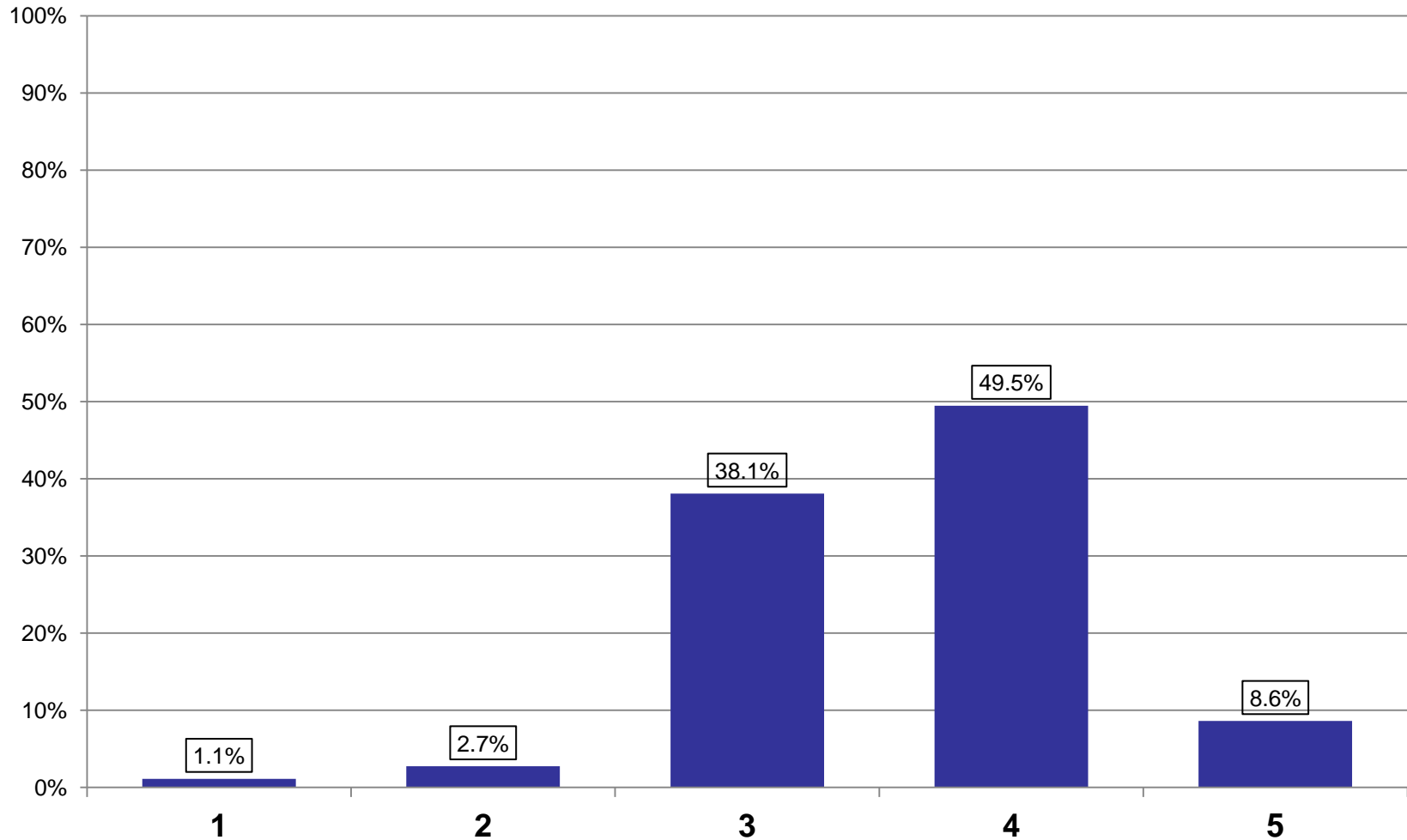


# Average Rating by Work Category



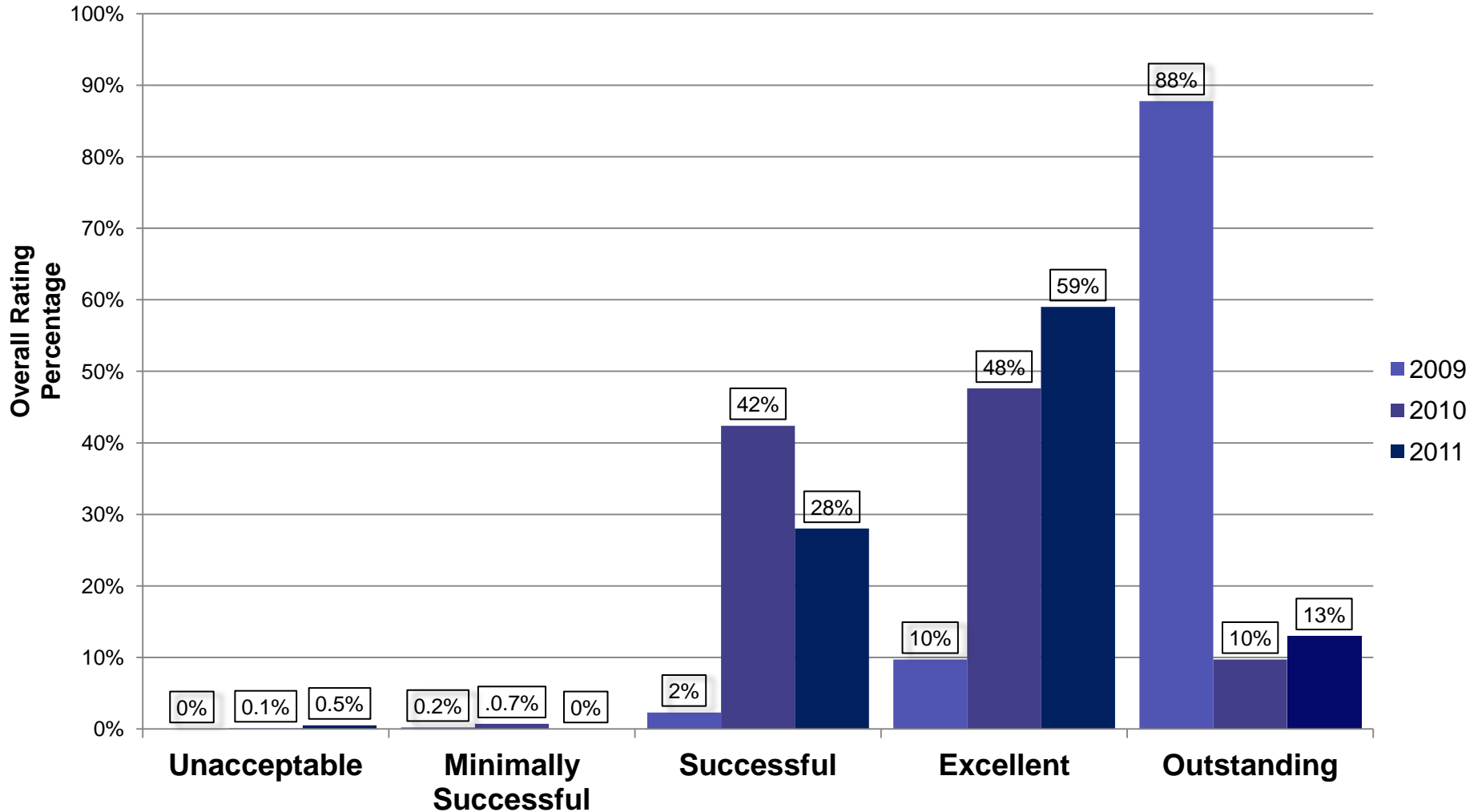
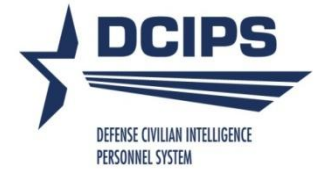


# Percentage of Awards by Bands



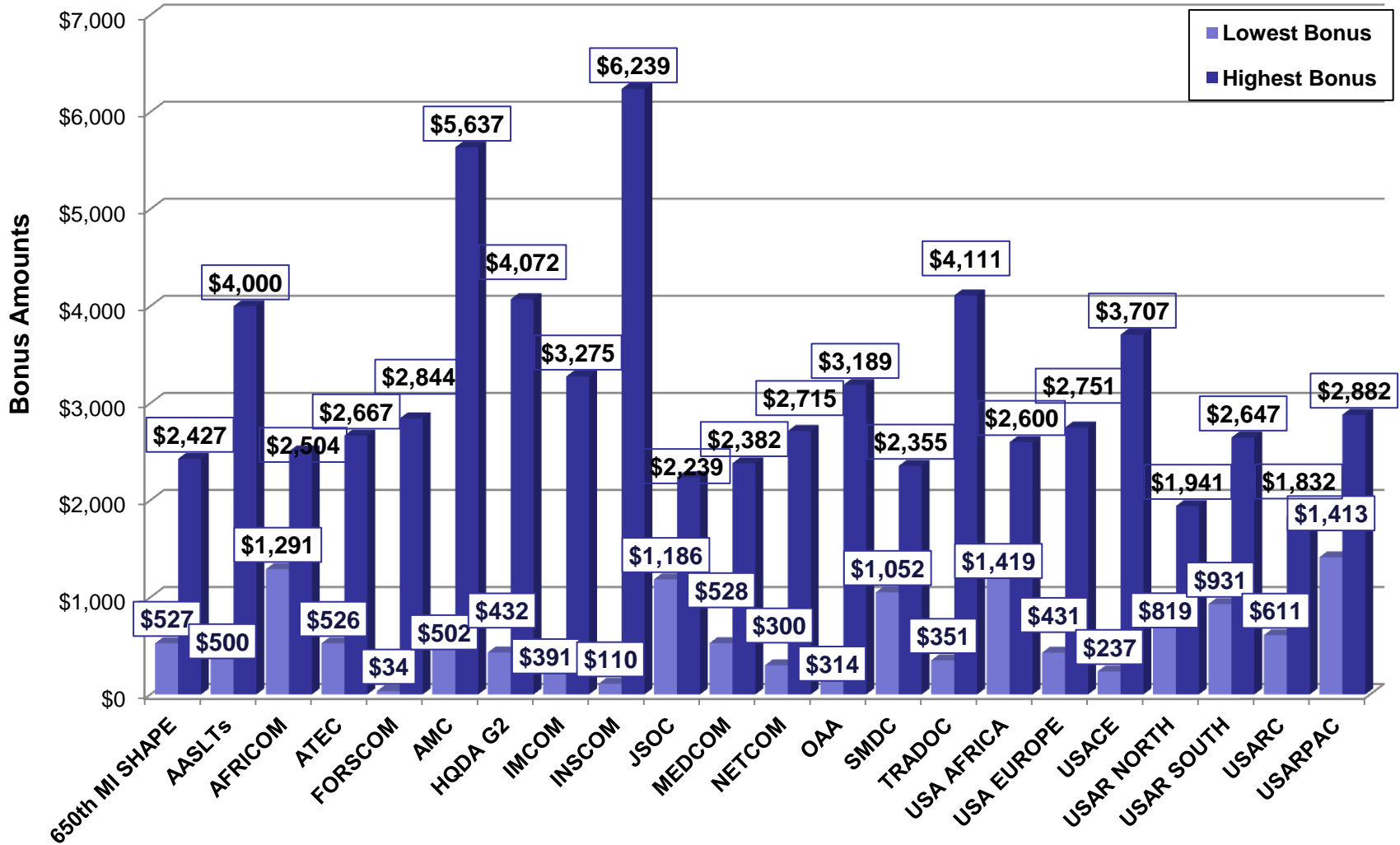
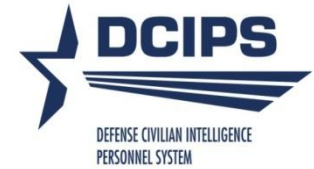


# TAPES 2009 vs DCIPS 2010 and 2011





# Range of Bonuses Lowest to Highest (listed)

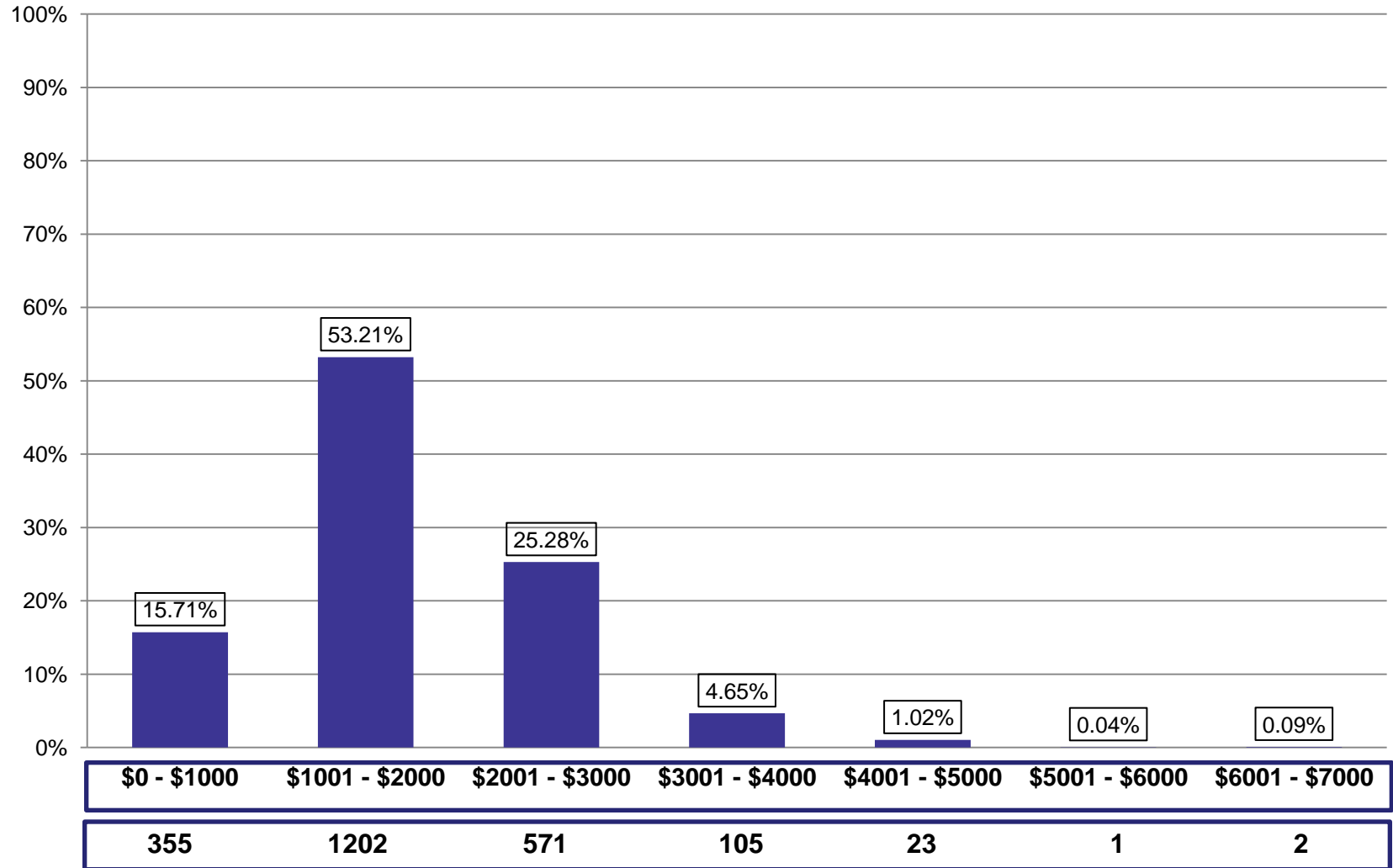


The Range of Bonuses throughout commands



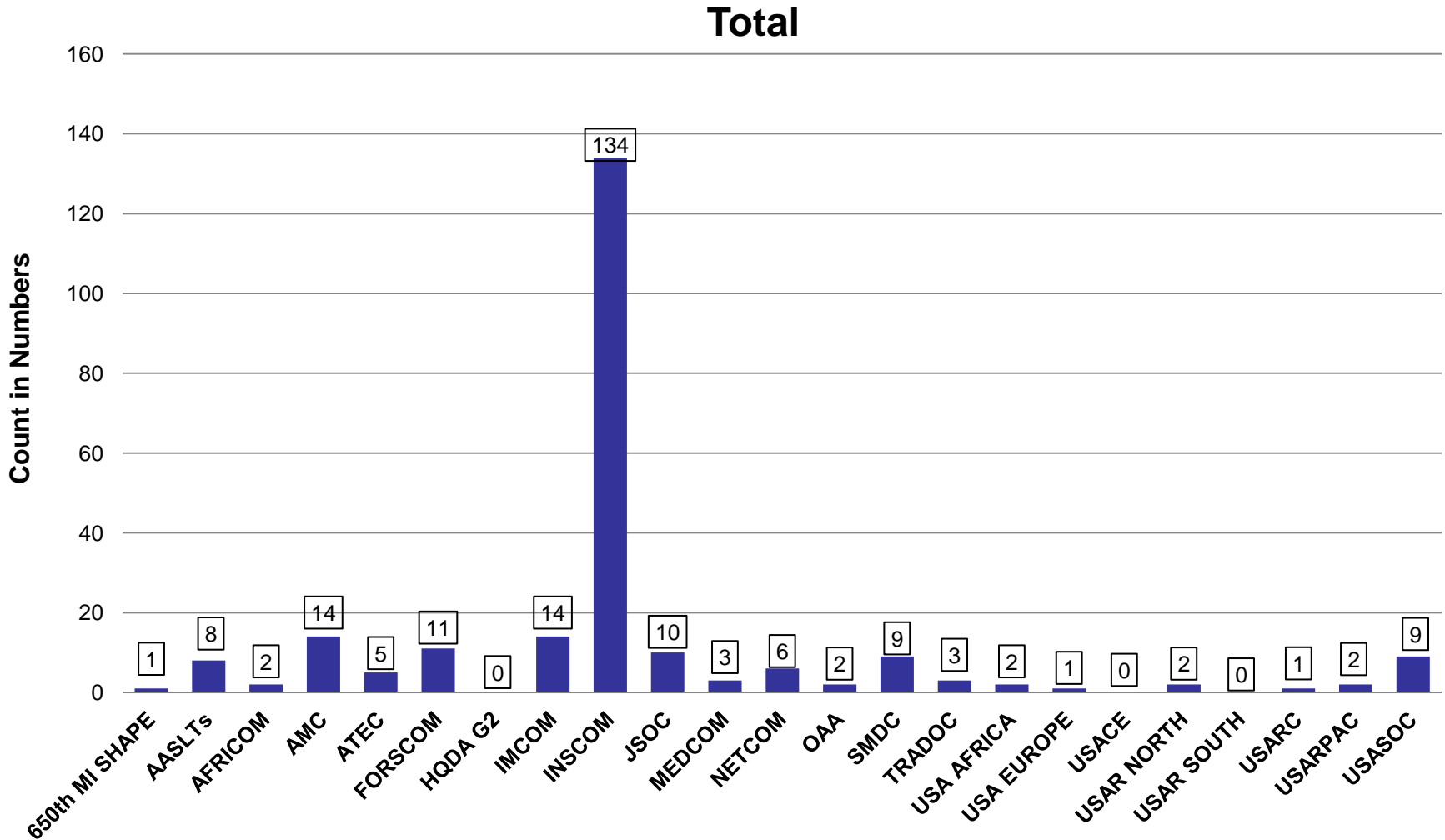
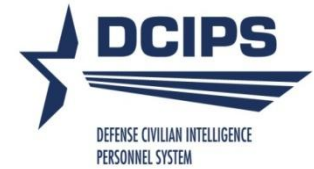


# Bonuses by Amount Range and Count





# Number of Quality Step Increases (QSIs) Awarded



Total QSIs awarded was less than 5% of the Population

\*The 134 QSIs are 4.2% of INSCOM's total population.



# *Back-Up Slides*



# DCIPS Wide Overall Summary & Comparison of FY09 - FY11

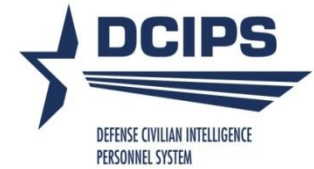


	FY2009	FY2010	FY2011
Modal Performance Evaluation of Record	Successful (3)	Excellent (4)	Excellent (4)
Mean Overall Rating	3.5	3.6	3.7
Mean Performance-based Salary Increase (NGA only)*	2.4%	2.5%	2.5%
Mean Bonus Amount	\$3,084	\$3,335	\$2,211
Percent of Workforce Receiving a Bonus	44%	45%	41%

\* Salary increase does not include the DCIPS Floor.

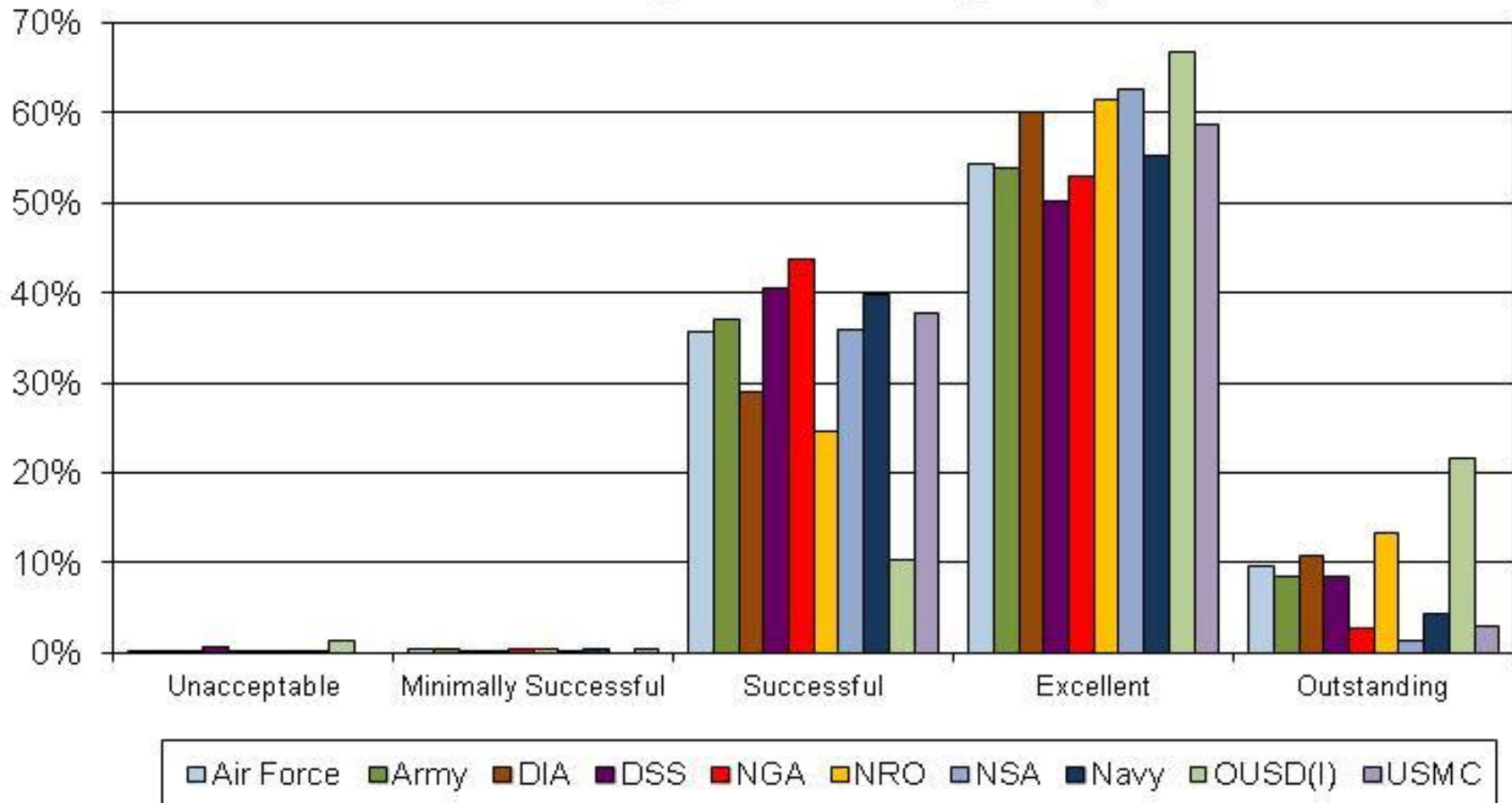


# DCIPS Wide FY11 Component Performance Management Results



□ The mean rating across the Enterprise for FY2011 was 3.7, compared to 3.6 in FY2010 and 3.5 in FY2009. Note: “Excellent” begins at 3.6

### 2011 DCIPS Rating Distribution by Component



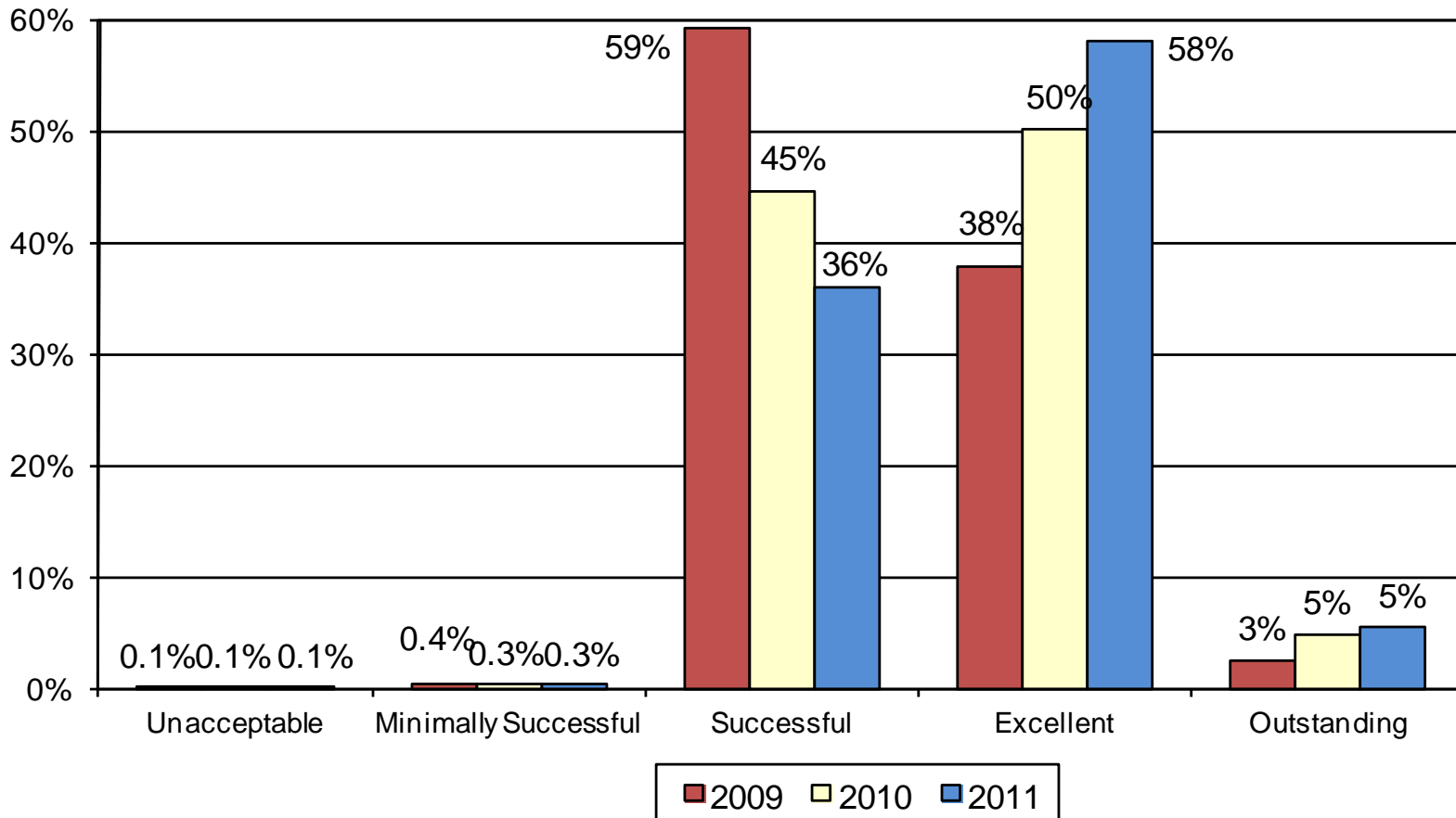


# DCIPS Wide Performance Management Results FY09 - FY11



- ❑ DCIPS performance evaluation ratings continue to shift upward
- ❑ In FY2011, 58% of the workforce was rated “Excellent”, compared to 50% in FY2010 and 38% in FY2009

**2009 to 2011 DCIPS Performance Rating Distribution**

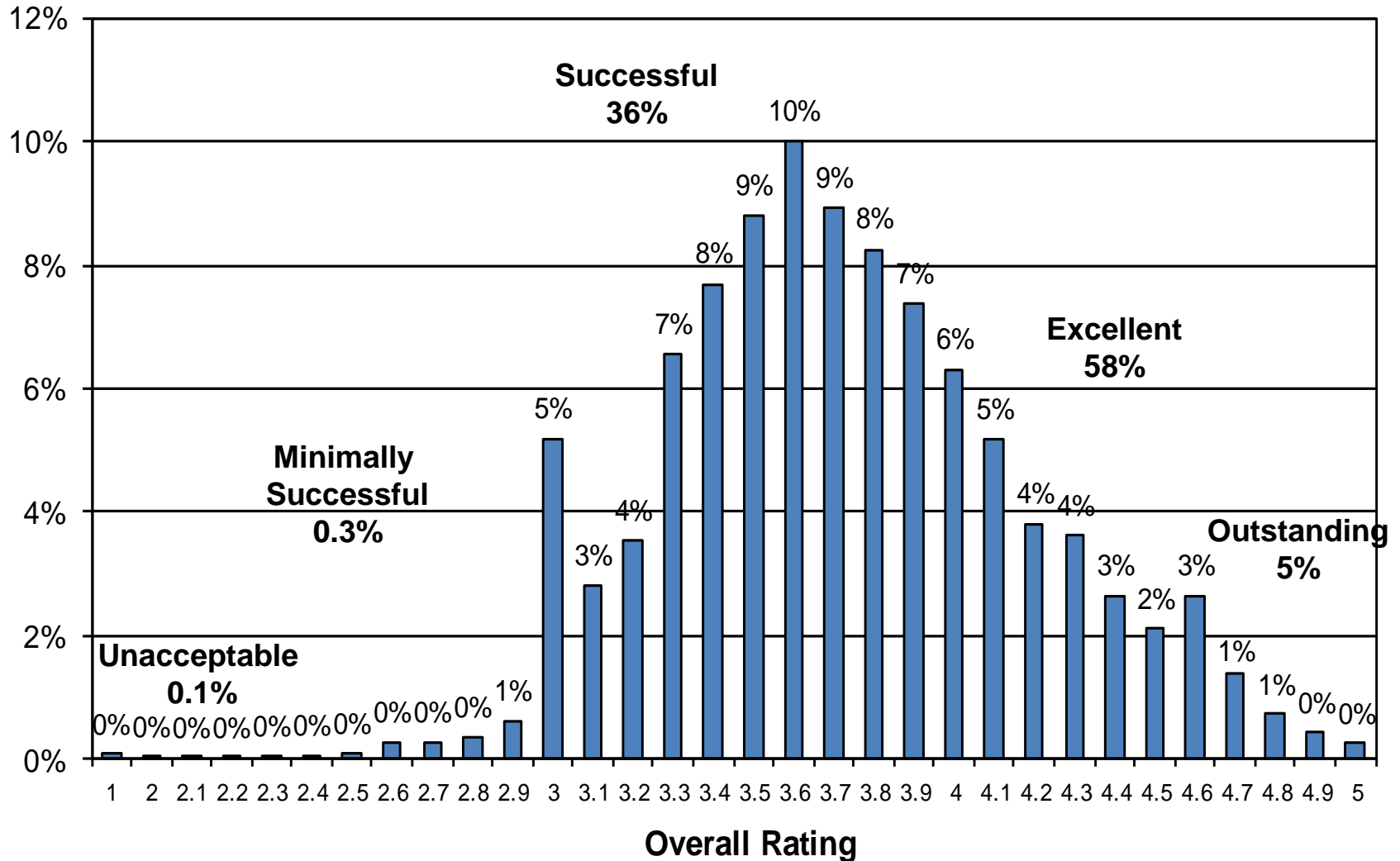




# DCIPS Wide FY2011 Performance Management Results



## 2011 DCIPS Overall Rating Distribution





# FY11 DCIPS Wide Bonus Funding Results



- USD(I) memo directed components to fund bonuses at no less than **2011 DCIPS Performance-Based Bonus Spending**

