

# EVALUATING PERFORMANCE MANAGEMENT

*ARE YOU DOING  
THE RIGHT THINGS RIGHT?*

REPORT AND RECOMMENDATIONS

**FEDERAL AVIATION ADMINISTRATION**

**ASSOCIATE ADMINISTRATOR  
FOR RESEARCH & ACQUISITIONS**

**August 2000**

# AGENDA

- **Organizational Background**
- **Overview of ARA PMP Program**
- **The Evaluation Process**
- **Lessons Learned**
- **New and Improved !?**

# Who Are We?

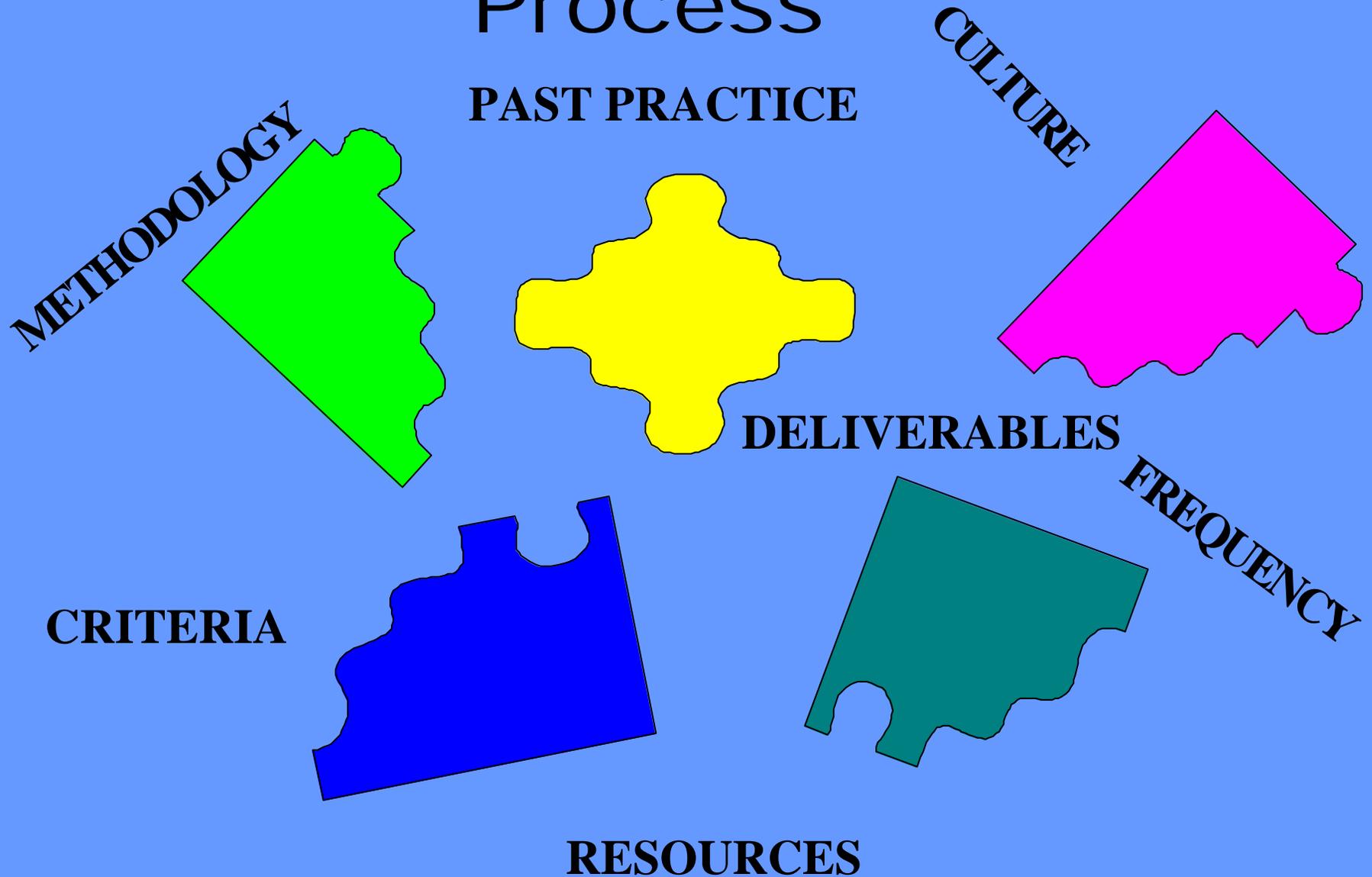
*Office of the Associate Administrator for  
Research and Acquisitions (ARA)*

- **Provide research, development, and acquisition for products and services that ensure a safe & efficient National Airspace System (NAS)**
- **2,000 Engineering, Managerial, Technical, Scientific and Administrative Personnel located in Washington, D.C. and Atlantic City, NJ**

# Program Overview

- **RESULTS-BASED**
  - Focus on accomplishments rather than activities
  - Contain observable, verifiable measures
  - Aligns with and supports organizational performance planning process
- **COLLABORATIVE**
  - Managers & employees are partners in the process
  - Instructor/Coaches serve as liaisons

# Managing the Evaluation Process





# Plan the Work, Work the Plan

## *THE EVALUATION...*

- **WHO:** GOVERNMENT PERSONNEL AND EXTERNAL CONSULTANT
- **WHAT:**
  - 1) EVALUATE SUCCESS OF TRAINING
  - 2) CONFIRM DIRECTION AND FOCUS OF THE PROGRAM
- **WHEN:** SEMI-ANNUALLY
  - » INTERIM (January)
  - » FINAL (August)
- **HOW:** STRATIFIED RANDOM SAMPLE OF PLANS

# How We Defined Success...

- **Is it result-based?**

(Does it describe an intended product, outcome, accomplishment or objective?)

- **Link to a FAA/ARA goal**

*Scored 3 or better on a five point scale*

*(1 = Not at all/ 5= To a very great extent) on the following:*

- **Identify measures**

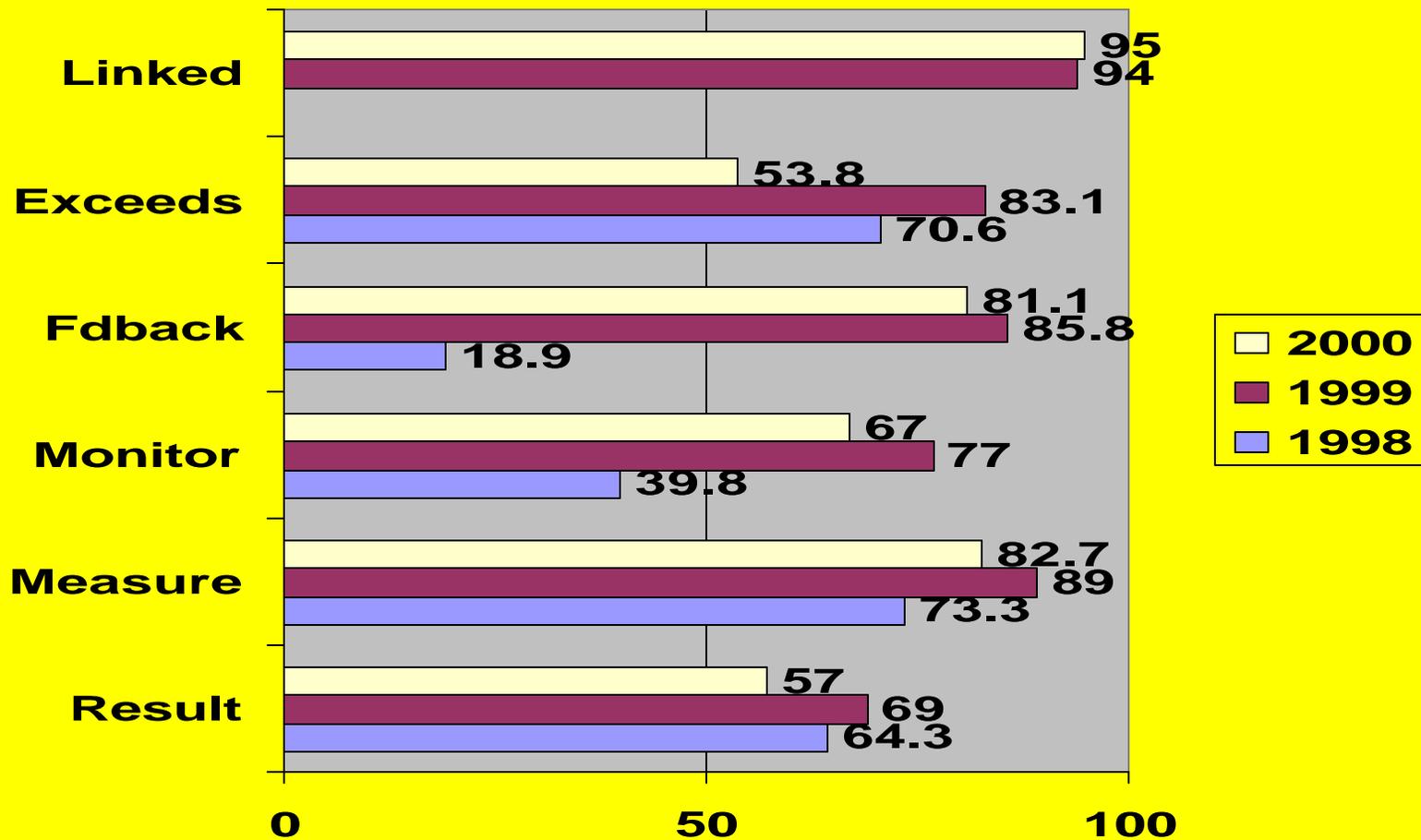
(time, cost, quality, quantity)

- **Describe an monitoring strategy**

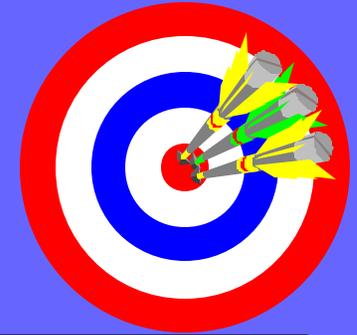
- **Include a provision for feedback discussions**

- **Describe an “exceeds” level that is clearly above the “meets” level**

# Percent Rated Acceptable



# Performance Targets...



## YEAR/GOAL

## MET CRITERIA

**1998/75%**

**63.4%**

**1999/75%**

*INTERIM*

**46.8%**

*FINAL*

**88.6%**

**2000/90%**

*INTERIM*

**74.4%**

*FINAL*

**TBD**

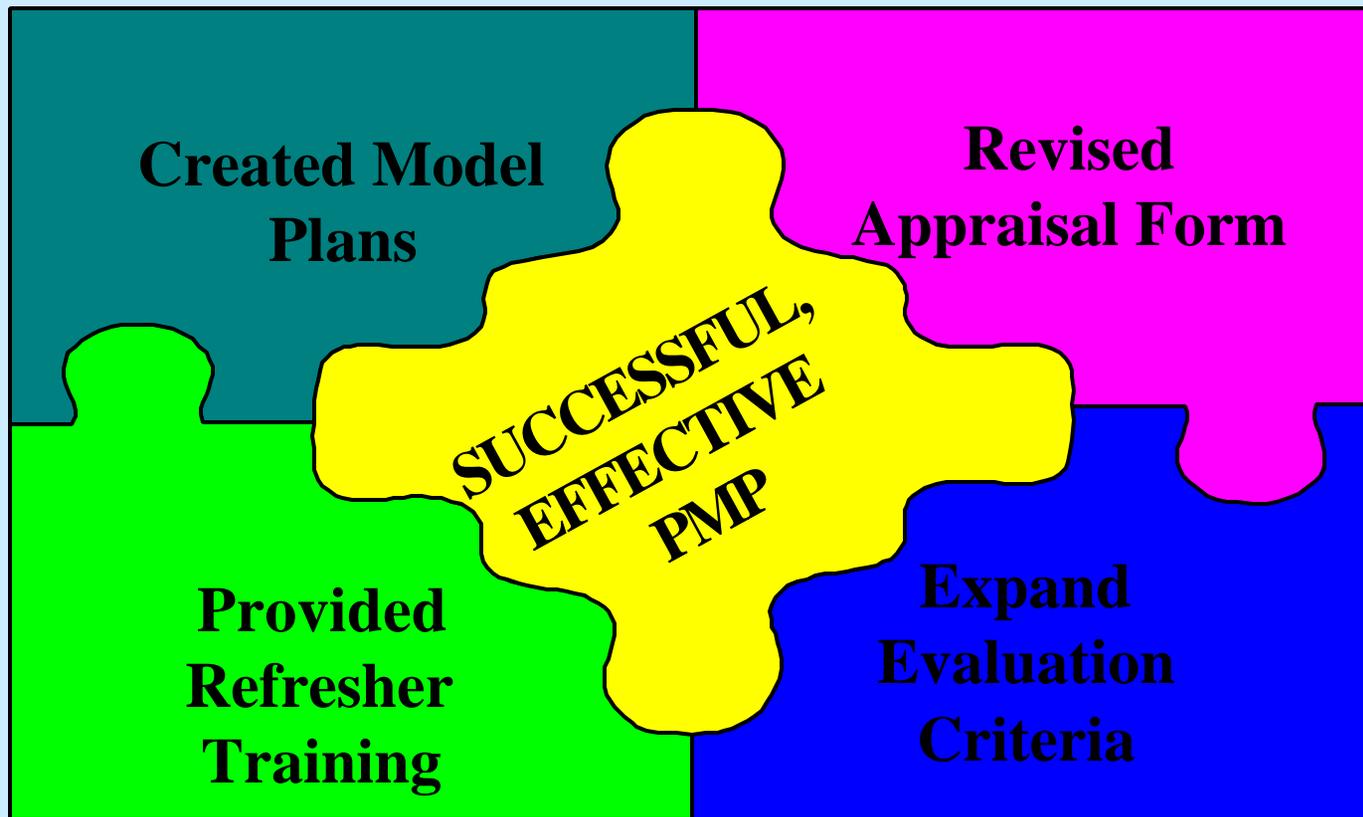
# THERE IS A LOT WE HAVE LEARNED...

- ③ Leadership, Leadership, Leadership...is key
  - ③ Involve employees as partners
  - ③ Plan broadly, but implement sequentially
  - ③ Allow some freedom within defined boundaries
  - ③ Look for the “golden nugget”
  - ③ Don’t underestimate the time & commitment needed
- ...and are still learning**

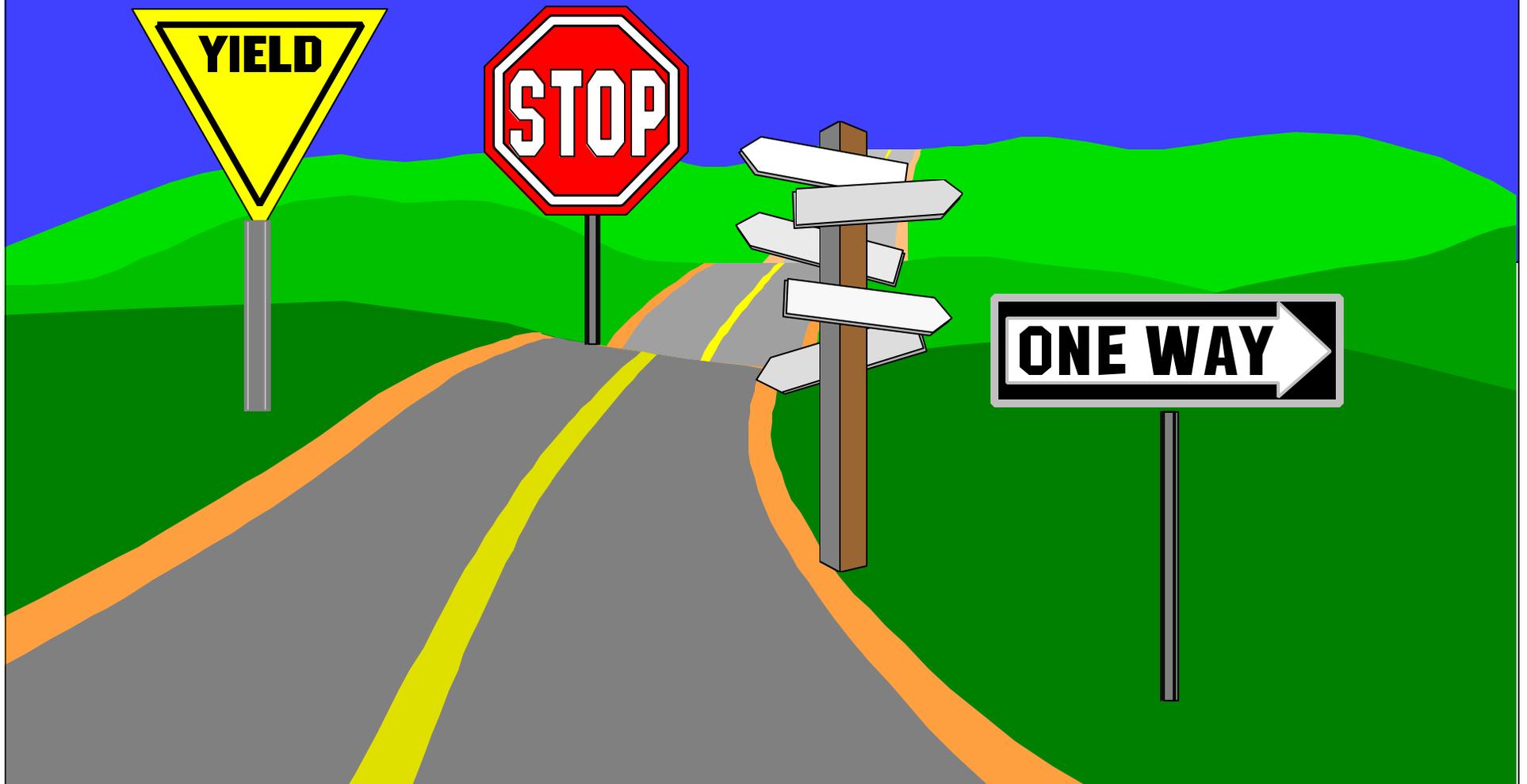


# Good, Better, Best...

## Initiatives and Improvements



# THE ROAD TO PERFORMANCE EVALUATION...



# **WHERE TO REACH US...**

**Federal Aviation Administration**

**Associate Administrator**

**for Research and Acquisitions**

**Office of Business Management**

**Human Capital Management Division, ABZ-200**

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