



*Department of Transportation
FAA Office of Research and Acquisitions'
Performance Management Program*

*Office of Personnel Management
Strategic Compensation Conference 2002
August 27, 2002*

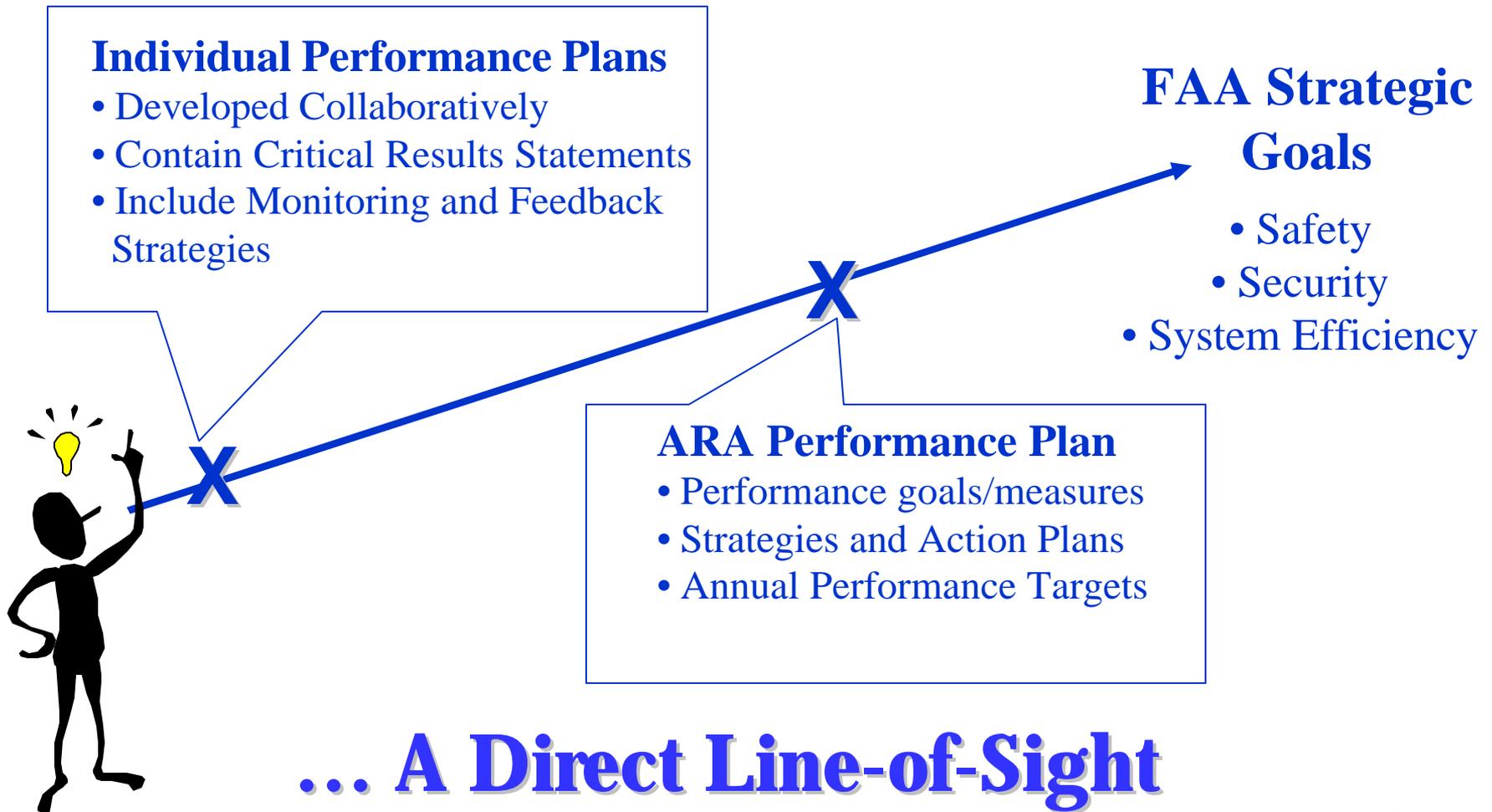


Background

- *1996: Department of Transportation Appropriations Act:*
 - *“Develop and implement a personnel management system that addresses the unique demands of the agency’s workforce.”*
- *February 1997: Associate Administrator for Research and Acquisitions created Office of Business Management*
- *Spring 1997: Management Team began strategic planning to define the organization's long-term goals*
- *September 1997: Performance Plan published*
 - *Included measurable, outcome-oriented performance goals and strategies to accomplish those goals*



Performance Management Program





Implementation

- ***Awareness***
 - *Overview briefings*
 - *Hotlines*

- ***Training***
 - *Managers*
 - *Instructor/Coaches*
 - *Employees*

- ***Maintenance and Skill Enhancement***
 - *Coaching Workshops*
 - *Learning Support Groups*
 - *Mandatory Supervisory Results Statement*
 - *Tools for Managers*



Evaluations

■ *Criteria*

- *Results-based*
- *Linked to larger goal*
- *Measures*
- *Stretch goals*
- *Monitoring and feedback strategies*

■ *Use*

- *Provide feedback to managers*
- *Identify interventions for improving implementation*
- *Determine whether organization achieved target*



Tracking our Progress

<i>Year</i>	<i>Results-based</i>
1998	63.4%
	<i>Results-based and linked to goal</i>
1999	88.6%
2000	90.2%
2001 *	95.3%

* Raised bar in 2001: Conducted Focus Groups to Assess Quality of Coaching and Feedback



Results

- ***FAA used as model for new agency-wise system***
- ***National Academy of Public Administration:***
 - *“ARA’s experience indicates that linking performance management more clearly to organizational goals, making a special effort to provide feedback and coaching. . .has the potential to improve FAA’s performance.”*
- ***Compensation Evaluation:***
 - *“. . . The workforce and management are having real discussions concerning organizational goals and how those reflect on individual performance. . . The Performance Management Program clearly works.”*



We Have Learned A Lot...

- *Leadership, Leadership, Leadership*
- *Involve employees as partners*
- *Plan broadly, but implement sequentially*
- *The impact on managers and supervisors can be significant*
- *Communication is absolutely essential*
- *Don't underestimate the time & commitment needed*

...and we are still learning