



DEPARTMENT OF THE ARMY
HEADQUARTERS, U.S. ARMY MATERIEL COMMAND
5001 EISENHOWER AVENUE, ALEXANDRIA, VA 22333 - 0001

REPLY TO
ATTENTION OF

09 APR 1999
T-1111

AMCPE-CE

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Performance Management Survey

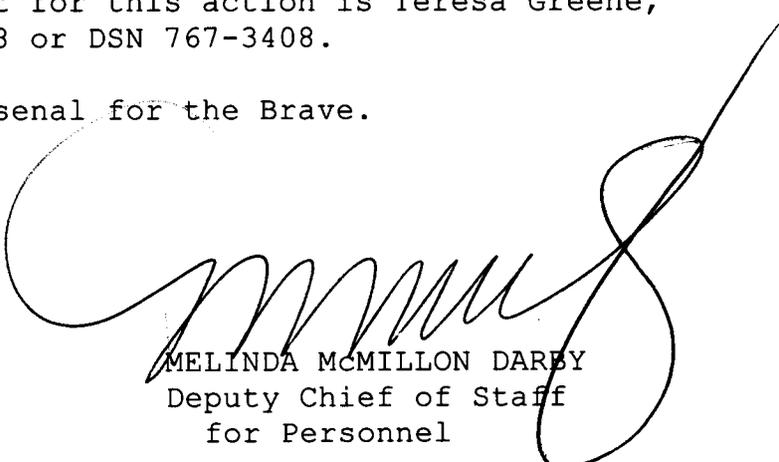
1. Headquarters, Department of the Army (HQDA) recently distributed a survey to gather opinions from employees, Army-wide, concerning the effectiveness of the Total Army Performance Evaluation System. The results of the survey will be used in evaluating and establishing a simplified, streamlined, and automated 21st century performance management system throughout the Department of the Army. As an adjunct to Army's survey, each AMC Major Subordinate Command was requested by this headquarters to submit a separate report to ascertain and establish an AMC-wide position regarding the preferred number of rating levels, along with any other issues of concern. The self-explanatory survey results are enclosed for your information. The results are also, concurrently, being forwarded to HQDA as information and as possible input into the development of the future, Army-wide, performance management system. The candid and revealing comments, as well as the time and care which are reflected in the reports, are greatly appreciated.

2. The point of contact for this action is Teresa Greene, telephone (703) 617-3408 or DSN 767-3408.

3. AMC -- America's Arsenal for the Brave.

FOR THE COMMANDER:

Encl



MELINDA McMILLON DARBY
Deputy Chief of Staff
for Personnel

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PERFORMANCE MANAGEMENT SURVEY FEEDBACK

The following is feedback on the AMC-wide performance management survey results. The survey was conducted in Feb 99 as an AMC adjunct request to the HQDA performance management survey regarding the Total Army Performance Evaluation System. This information is being forwarded to HQDA as an expression of the AMC-wide position pertaining to the preferred number of rating levels. Other comments, as well, are included for possible use/input into the development of the future, Army-wide, performance management system. The AMC activities:

a. Prefer a 3-level rating scheme of Exceptional, Fully Successful, and Unsuccessful; or Exceptional, Satisfactory, and Unsatisfactory. Three levels should be the maximum with the highest level given only to support an award nomination and the lowest only to support an employee's removal. The middle level, Fully Successful, would be presumed in the absence of either an award or a removal action, i.e., rate-by-exception.

b. Recommend establishing a ceiling/percentage on the number of Exceptional Ratings.

c. Recommend incorporating command and organizational goals, from the corporate perspective, down through the organization to each employee as an integral part of helping employees to understand how their personal performance relates to the organization.

d. Recommend standardizing the rating criteria which directly relate to the classification of each employee's position. The same level of criteria which is used to determine an employee's grade will also be used to appraise the employee's work performance for purposes of pay increases and promotions. This process will help to ensure fairness and objectivity, and will incorporate the appraisal process into the merit promotion process.

e. Recommend simplicity. Eliminate the Base System. It's offensive, a waste of paper and makes an incredible lie of the concept of TAPES.

Since this information represents the comments and wishes of the AMC leadership Command-wide, Army's consideration of possibly including these recommendations in the future performance management system is greatly appreciated.

ENCLOSURE