

**Federal Bureau of Investigation (FBI):
Evaluation and Revision of a Performance Management System**

Intended Results

FBI's Goals:

- Evaluation of FBI's current performance management system and recommended revisions to meet new Department of Justice (DOJ) requirements.
- Validated performance standards that facilitate rating performance at five levels and that link the standards to the accomplishment of agency goals and objectives, the DOJ and FBI strategic plans, and the President's Management Agenda.
- Recommendations for revisions to performance appraisal system policies and procedures to successfully implement the new system.
- A training program to educate employees and supervisors in using the new system.
- Recommendations for automating the performance appraisal process.

Achieved Results

PDRI achieved the following results:

- Written recommendations for restructuring the performance standards to accommodate a five level rating system, integrating cascading goals and objectives into the system, and revising performance management training at FBI to educate staff members on the new procedures.
- Revised performance standards with behavioral anchors at three levels, "Minimally Successful," "Successful," and "Outstanding," and a rating scale for using these standards to rate performance at five levels.
- Documentation of the process used to validate the standards, which was later reviewed and approved by a court appointed working group of legal counsel, employee representatives, and experts in Industrial/Organizational Psychology.
- Written recommendations for revising the performance appraisal process, including rating employee performance, calculating a summary rating, setting up grievance procedures, and integrating cascading goals and objectives into the performance appraisal system.
- Revised supervisor and employee performance management handbooks that provide guidance on using the performance appraisal system.
- A comprehensive training program for supervisors and employees and training for FBI staff in conducting this program.
- Written recommendations for policies, procedures, and processes needed to support the new system.
- Written recommendations for automating the performance appraisal system.

- All products and services delivered on schedule and within budget.

Management
Process

PDRI successfully utilized its standard project management process to perform this work. Specific challenges related to the current project included:

- A charged political environment based on concerns regarding implementation of new personnel systems, especially those potentially involving pay.
- Getting support from the court-appointed working group to implement the revised performance appraisal system, the members of which had unique priorities and agendas.