

**National Personnel Security System (NSPS):
Development of Enterprise-wide Performance Management Tools
OPM TMA Project**

Intended Results	<p>NSPS' Goals:</p> <ul style="list-style-type: none"> • Integrated, state-of-the-art, and results-oriented human resource management systems for the Department of Defense's civilian personnel, in accordance with the President's Management Agenda. • Implementation of effective performance management and pay-for-performance systems.
Anticipated Results	<p>Well after the initial contractor team began work, PDRI was sought out by SRA to provide performance management validation capabilities that were being required by OPM. PDRI achieved the following results:</p> <ul style="list-style-type: none"> • A <i>Results-Oriented</i> performance management process developed to effectively and defensibly support compensation decisions. • Customized competency models, including key work behaviors that captured the full range of performance requirements for DoD civilian jobs developed by 1) conducting benchmarking studies, 2) facilitating focus groups with Agency-wide representation, and 3) surveying the entire DoD professional civilian workforce using web-based job analytic surveys. • Performance standards describing different levels of performance effectiveness for different occupational groups and band levels developed for all NSPS professional jobs. • “<i>Achieving Results</i>” performance standards developed and implemented for evaluating extent to which employees meet individualized goals/objectives; these aid managers in accurately distinguishing employees' level of contribution on the job. • All performance management tools and products validated to comply with legal and professional standards necessary to withstand legal challenges. • All products and services delivered on schedule and within budget.
Management Process	<p><i>PDRI successfully utilized its standard project management process to perform this work. Specific challenges related to the current project included:</i></p> <ul style="list-style-type: none"> • An extremely aggressive timeline. Due to PDRI's late entrée into the project, there was a need to get up to speed quickly, effectively leverage past work, and perform with utmost efficiency to complete the required work in less than six months. • The need to incorporate feedback early and often. PDRI used a rapid prototyping approach so that stakeholders would have a concrete understanding of deliverables, as early as possible. • Use of customer personnel, facilities, and information. PDRI developed a specific breakdown of requirements, schedule, and process to facilitate tracking and delivery of customer materials and personnel.

- The need to quickly integrate and work effectively with several other contractors. PDRI worked and engaged effectively with other contractors as full, integrated partners, resulting in a shared understanding of requirements, expectations, and the customer's environment.
- Need for responsiveness to OPM. On two occasions, PDRI was called upon to provide unanticipated support to respond to questions about the NSPS system raised by OPM. PDRI immediately made its most senior staff fully available to NSPS and quickly produced briefing materials, e-mails, and white papers in response.