



## OFFICE OF THE UNDER SECRETARY OF DEFENSE

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ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

**FEB 19 2013**

### MEMORANDUM FOR SEE DISTRIBUTION

**SUBJECT:** AcqDemo Memorandum (AM) 13-02 – Release of Aggregate Appraisal Feedback to the AcqDemo Workforce

**References:** (a) Federal Register Notice (FRN), 64 FR 1426, January 8, 1999, as amended, Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo); Department of Defense (DoD)  
(b) DoD Civilian Acquisition Workforce Personnel Demonstration Project Operating Procedures (OP), Section 6.8, May 15, 2003

Purpose. AM 13-02 provides guidance regarding the sharing of aggregate results of the Contribution-based Compensation and Appraisal System (CCAS) process following the end of an appraisal cycle. It describes pay pools minimum requirements for informing the workforce of aggregate results.

Effective Date. This AM is effective immediately as an augmentation to Reference (b), and will expire upon incorporation into an upcoming revision. Please ensure the widest dissemination possible to all AcqDemo organizations.

Background. Frequent meaningful communication in the form of feedback is a central tenet of CCAS; supervisor to employee as well as top down from senior leaders to the workforce. Organization leaders should seek opportunities to engage the workforce throughout the appraisal cycle in providing individual feedback on progress toward achieving organizational goals. Providing aggregate feedback to the workforce following the end of an appraisal cycle is also an effective communication practice to help the workforce understand organizational performance and the CCAS process.

The DoD AcqDemo Operating Procedures, Reference (b), encourages pay pool managers to convey the outcomes of the CCAS assessment process. Recent program evaluation data supports the need to put in place additional guidance for sharing aggregate feedback with the workforce. Focus group response analysis yielded a significant number of employees who perceived the appraisal process to be unfair because they were not told how they fared against their peers. This sharing of aggregate results permits a better understanding of the CCAS design and process, and improves the understanding and trust of the workforce that they are being evaluated fairly.

Guidance. It is AcqDemo Program Office guidance that until Reference (b) is updated:

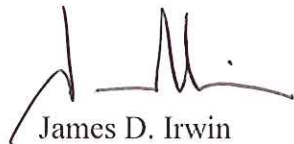
a. Pay pools will provide summary feedback to employees to permit general comparison of their results with those of the general workforce. Sample charts are provided as an attachment

to this memorandum. These charts display a suggested approach to providing aggregate data, but are not meant to be mandatory in format. At a minimum, however, the follow displays will be provided to the workforce:

- 1) A graphical representation of results (e.g., pay pool scatter-plot, bar chart, etc.), accompanied by data tables by career path displaying number and percentage of employees by rail zone
- 2) Data tables by career path and broadband level displaying the following
  - a) Average OCS
  - b) Average OCS Delta
  - c) Average CRI (dollars and percent of base pay)
  - d) Average CA (dollars and percent of aggregate pay)

b. Size and/or composition of the pay pool, however, can be a limitation in the ability to display summary results without compromising identity of employees. It will be necessary for pay pool managers to make a local assessment as to the appropriate display level of pay pool data to be provided to the workforce and obtain approval of the applicable Personnel Policy Board. As a general rule, the minimum number of employees for displaying summary pay pool data is thirty-five (35), provided that data for subgroups (e.g., NH, NJ, or NK) allows for five (5) or more employees to be displayed (e.g., a display showing the zone placement of three NK-3 employees may not be appropriate without compromising identity of employees). Pay pools having less than 35 employees total and/or composition which require display of less than 5 subgroup employees or for other related reasons, as determined by the applicable Personnel Policy Board, should provide summary data from a higher level organization or Component display to their workforce to satisfy this requirement for aggregate feedback.

Point of Contact. Questions concerning this policy should be directed to Darryl Burgan, Deputy AcqDemo Program Director, at [Darryl.burgan@dau.mil](mailto:Darryl.burgan@dau.mil) or by phone at 703-805-5050.



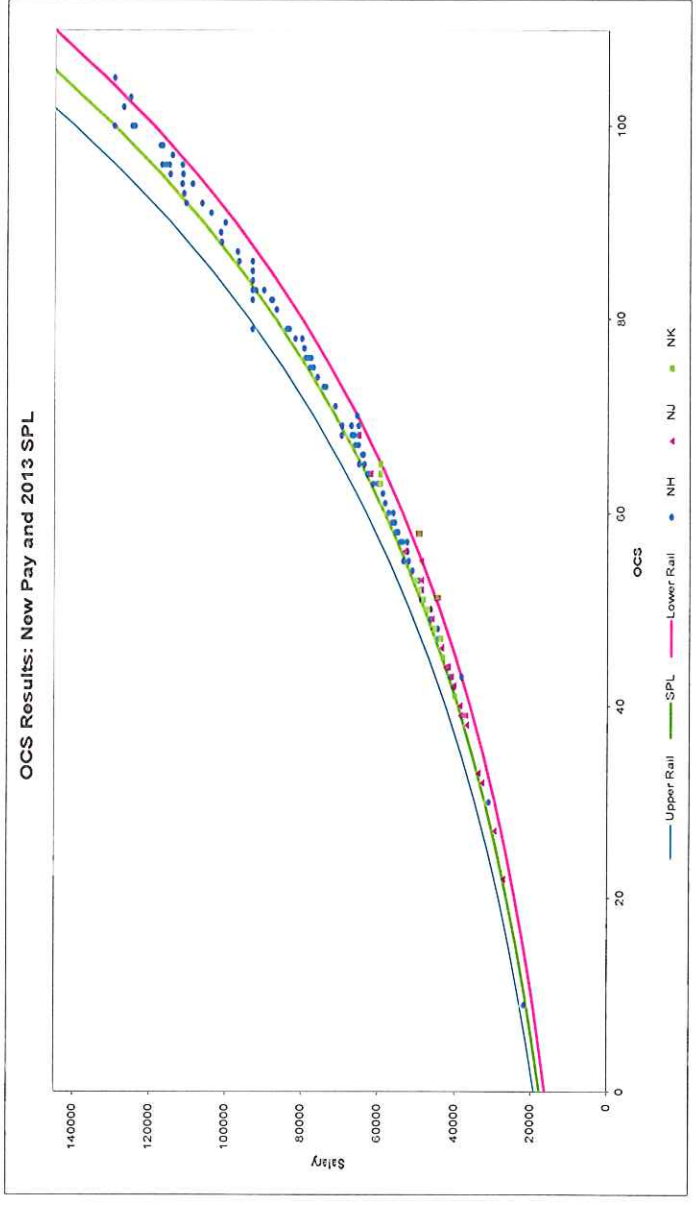
James D. Irwin  
AcqDemo Program Director

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Atch  
Sample AcqDemo Aggregate Results Charts (2)

Rail Zone	NH		NJ		NK		Total		Definition of Rail Zone
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	
A	1	0.75%	0	0.00%	0	0.00%	1	0.54%	Inappropriately compensated above the rails
C	122	91.73%	38	95.00%	12	92.31%	172	92.47%	Appropriately compensated between the rails
B	10	7.52%	2	5.00%	1	7.69%	13	6.99%	Inappropriately compensated below the rails
<b>Total</b>	<b>133</b>	<b>100.00%</b>	<b>40</b>	<b>100.00%</b>	<b>13</b>	<b>100.00%</b>	<b>186</b>	<b>100.00%</b>	



Payout Statistics by Group  
 (Presumptive due to time excluded)

Paypool	Number of Employees Analyzed	Average Rating	Average Delta OCS	Average Salary Increase		Average Award \$	Average Award %
				\$	%		
XXXX	186	65.6	2.1	\$960	1.60%	\$1,337	1.41%
NH-2	19	56.5	2.5	\$498	0.97%	\$1,364	2.04%
NH-3	29	76.4	2.8	\$1,019	1.32%	\$1,447	1.50%
NH-4	85	95.5	1.2	\$1,100	1.17%	\$880	0.79%
NJ-3	15	46.8	6.1	\$2,009	2.70%	\$1,526	2.34%
NJ-4	25	77.6	0.8	\$915	1.20%	\$575	0.73%
NK	13	52.6	4.3	\$490	1.22%	\$1,016	1.53%