

**DEPARTMENT OF COMMERCE
DEMONSTRATION PROJECT EVALUATION
INTERVIEW PROTOCOL**

Date:	Name:
Organization:	Position:
Location:	

A. Improved individual and or organizational performance

Intervention	Two level, 100 point peer group performance appraisal system
Expected Results	System will more effectively communicate how personnel perform relative to their peers, rewards for good performance, consequences of poor performance

1. Has the appraisal system achieved the expected results.
2. Please elaborate on any particular issues you have faced in using the system.

B. Performance based pay increases

Expected Results	Flexibility to raise the pay of good performers more rapidly, thus improving retention
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1. Do you have the flexibility you need to reward good performers rapidly.

C. Bonuses linked to performance

Expected Results	Encourage good performance
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1. Have you linked bonuses to performance
2. Will the bonuses encourage improved performance.

D. Supervisory performance pay

Expected Results	Ability to raise the pay of high performing supervisors to make salaries more competitive, thus improving retention
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1. Is the potential of higher pay helping to retain supervisors.

E. Automated broad-band classification system

Expected Results	Simpler, faster, easier to use, involve fewer classification decisions
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F. Broad-band classification system with flexible salaries

Expected Results	More competitive range of starting salaries to use when negotiating with candidates
	Ability to raise the pay of good performers to more competitive levels, improving retention
	The new system will be simpler to use, more understandable, and more accurate

1. Are starting salaries more competitive.
2. Are the salary ranges giving you more flexibility in competing for candidates.
3. Do you have the flexibility you need to raise salaries and reward good performers.
4. Has there been improvement in the quality of new hires.
5. Has there been improvement in the fit between position requirements and individual qualifications.
6. Is the new system simpler.
7. Does everyone understand it.

G. Local authority for recruitment payments

Expected Results	Ability of managers to grant recruitment payments during negotiations will increase competitiveness
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1. Number and % of personnel hired during the first year for which the payment was instrumental.

H. Agency based staffing

Expected Results	Focus on more relevant recruiting sources, avoid losing candidates who grow impatient with the long hiring process.
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1. How have you used these in the past year.
2. Has there been improvement in the quality of new hires.
3. Has it reduced the hiring time.

I. Direct examination

Expected Results	For skill areas in which candidates are hard to find, manager can hire good candidates as they find them for hard to fill positions
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1. How have you used these in the past year.
2. Has there been improvement in the quality of new hires.
3. Has there been improvement in the fit between position requirements and individual qualifications.
4. Are you getting higher quality candidates/personnel because of the changes.

J. More flexible paid advertising

Expected Results	Managers will be better able to make greater use of paid advertising, expanding the scope of recruiting efforts or focusing recruitment on specialized sources
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1. How would you judge the effectiveness of the flexible paid advertising.
2. How many people have you hired using it.

K. Three year probationary period for scientists and engineers

Expected Results	Greater likelihood that personnel retained after probation will be capable of the full range of R&D functions
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1. How would you judge the overall ability of the scientist/engineering personnel.
2. Were any personnel released after the first year.

L. Delegated pay authority to managers

Expected Results	Line managers are in a better position to understand labor and market forces related to the work they manage and will be better pay managers
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1. Are the managers more involved in the process.
2. Are they better, unbiased.

M. Support for EEO/diversity in recruiting, rewarding, paying, and retaining personnel

Expected Results	Hire good minority candidates, avoid loss from delay in the hiring process, pay minorities at competitive salaries
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