National Institute of Standards and Technology (NIST)

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NIST Alternative Personnel Management System (APMS)

National Institute of Standards and Technology • Technology Administration • U.S. Department of Commerce

Historical Summary

- **Civil Service Reform Act of 1978**
- **NIST Demonstration Project Created by Congress**
- **FY 1987 NIST Authorization Act**
- **Designed by NIST Managers and Staff in Cooperation with OPM**
- **Implemented January 1, 1988**
- **Made Permanent on March 7, 1996: National Technology Transfer and Advancement Act of 1995**

Objectives

- **Improve Ability to Hire**

- **Motivate and Retain Staff**

- **Strengthen Manager's Role**

- **Increase Efficiency of Personnel System**

- **Provide Model for Reform**

Project Features

- **Career Paths and Pay Bands**

- **Automated Classification System**

- **Pay-for-Performance System**

- **Flexible Hiring Salaries**

- **Supervisory Differentials**

- **Delegation of Authority**

Advantages of Career Paths

- **Similar Treatment for Similar Occupations**

- **Staffing, Classification, etc. by Career Path**

- **Simpler Classification Standards**

- **Focuses on Agency-Specific Lines of Work**

Advantages of Broad Bands

- **Fewer, Broader, and Simpler Classification Standards**

- **Shorter Position Descriptions; Easier to Create and Update**

- **No Classification Evaluation Statements**

Advantages of Broad Bands
(Cont.)

- **Fewer Classification Decisions**

- **Easier to Automate; Faster**

- **Easier to Delegate to Line Managers**

- **More Flexible Entry Pay**

NIST Career Paths and Bands

CAREER PATHS	BANDS														
Scientific and Engineering (ZP)	I						II			III			IV		V
S&E Technician (ZT)	I				II			III		IV			V		
Administrative (ZA) Librarians 1410 Technical Information Specialists 1412	I							II		III			IV		V
Support (ZS) Technicians 1411	I	II		III		IV			V						
Corresponding GS Grades	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Model Affects Three Functions

- **Job Classification**
- **Compensation**
- **Performance management**

NAWC/China Lake NIST COMPARISON

CAREER PATHS	BANDS														
NAWC/China Lake Administrative (DA) **Librarians (1410)** **Technical Information Specialists (1411)**						DA-1		DA-2		DA-3	DP-3	DP-4		
Support (DG) **Clerical (1412)**	DG-A			DG-1	DG-2	DG-3		DG-4	DG-5					
NIST Administrative (ZA) **Librarians (1410)** **Technical Information Specialists (1411)**	I						II				III		IV		V
Support (ZS) **Technicians (1412)**	I		II		III		IV		V						
Corresponding GS Grades	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

Comparison of NAWC 1410/1412 Grade Levels

No.	Prior to 1981	No.	After Entering the Demo	No.	1994
1	GS-13	1	DP-3 (13)	3	DP-3 (13)
2	GS-12	2	DA/DP-3 (12/13)	2	DA/DP (12/13)
4	GS-11	4	DA-3 (11/12)	2	DA-3 (11/12)
				3	DA-2 (9/10)
				1	DA-1 (7/8)

Comparison of NIST 1410/1412 Grade Levels

	Prior to 1987	No.	Present
1	GM-15	1	ZA-V (15)
2	GS-13	4	ZA-IV (14)
2	GS-12	7	ZA-III (11/12)
2	GS-11	4	ZA-II (7/10)
1	GS-9		

Pay for Performance

- **Movement within payband is incremental**

  - **NAWC - 25 increments in each level**
    - **Each increment preset for each payband**
    - **Employee could be awarded between 1 and 4 increments at each review**
    - **Mid-point issues**
  - **NIST - 3-5 steps in each level**
    - **Movement is by % of salary increase awarded**

Reward and Promotion

- **Bonus options**

- **Larger percentage awarded can be considered "within grade promotion"**

- **KPP or increased responsibility**

HR Lessons Learned

- **Buy –in**

- **Communication**

- **Keep it simple**

- **Training**

Library Lessons Learned

- **Communicate more often than required**

- **Not everyone will buy in**

- **Expect high anxiety at review**

- **Use the system**

- **Learn to manage differently**

Benefits

- **Greater flexibility in hiring**
  - **Manager classifies position**
  - **Salary setting**

- **Greater Retention Options**

- **Parallel career ladders**

Benefits (Cont.)

- **Differential for supervisors**

- **Performance Plans are specific but flexible**

- **Performance Management is better defined**

- **Benchmark standards set**

Macro Issues

- **Parameters imposed by Organizations**

- **Organizational culture affects implementation**

- **Uneven implementation across the organization**

- **Lack of understanding of the Library Profession**

- **Librarians considered Administrative instead of Professional**

Practical Issues

- **Management of employee expectations**

- **Managers must be willing to make hard choices**

- **Implementation requires upper management support**

- **Salary and Bonus allocations are limited and preset**

- **Salary issues moving within systems**

Effect on Library Careers

- **Broadens opportunities for Librarians**

- **Allows broader use of 1412**

- **Broadens opportunities in related series**

- **Better grade range**

- **Use of career ladders with education gives better opportunity to technicians**