

Appendix C

Process for Determining Capability Level Performance

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Example: Bachelor Housing Analysis Structure

Example: Performance Data Call Questionnaire

Example: Visitor's Quarters Objectives Matrix

Process for Determining Capability Level Performance

The process for determining, validating, and applying capability level performance for each business function is as follows:

1. Collect existing/establish relevant standards
 - Research current government standards/metric sources (e.g., statutes, policies, regulations, instructions)
 - Research and review industry standards and benchmarks
 - Contact industry leaders
 - Determine applicability to the Navy
 - Identify relevant standards and metrics
2. Develop prototype Objective Matrix(OM) criteria, metrics, weights, capability levels, and scoring schema
 - Determine and execute standards evaluation method
 - In most cases use OM and Analytical Hierarchy Process (AHP) to evaluate standards:
 - Complex business area
 - Can standards be broken down for further evaluation?
 - Process assigns a weight to each standard that gives its relative importance in relation to other standards
 - Build OM using AHP or otherwise developed weights
 - In some cases, consider using a Capability Level Determination Table:
 - Is there a large number of standards/metrics?
 - Do all of the standards/metrics carry roughly equal weight?
 - Is this a specialized or simple business area?
 - Build a flat spreadsheet with standards, metrics, linkages to capability levels and weighting as appropriate
3. Populate prototype model with representative data, i.e., collect data against standards/metrics
4. Re-adjust criteria, metrics, weights, scoring schema
 - Validate, analyze, and assess standards/metrics and associated capability levels
 - Were the metrics measurable?
 - Were performance standards set at appropriate levels?
 - Modify performance standards as appropriate
5. Populate OM with Navy-wide data.
 - Collect data against standards/metrics
 - Conduct statistically meaningful data
 - Implement in coordination with OPNAV
 - Consider web-enabled approach

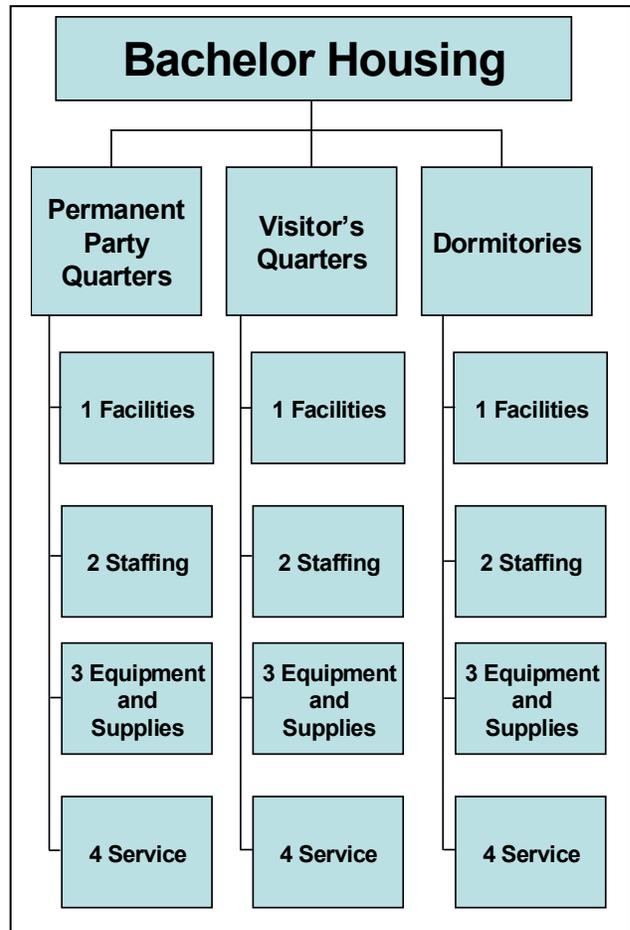
6. Define and cost Capability Levels 1, 2, 3, and 4.
 - Define Capability Level verbiage and breakpoints
 - Costs from OM are directly related to macro metric(s) unit cost
 - Cost out options:
 - Use macro metrics to determine costs
 - Evaluate costing data call
 - Internal IPT cost benchmarking to check cost data collected
 - Compare “as-is” data to CL 1 (delta cost, delta performance)
 - Determine the driver-metric(s) in the 4 OM or tables
 - From the analysis of the data call, determine how to move to a higher capability level using the driver-metric(s)
 - Determine associated costs

7. Obtain approval for implementation
 - Approve standards/metrics: obtain SIPB/NRB/CEB approval as appropriate
 - Provide recommendations for revision business area instructions
 - Recommend methods for disseminating/deploying standards
 - Recommend methods for establishing monitoring capabilities

The following charts illustrate the results of the above process for the Bachelor Housing Function.

- The first three levels of the resource breakdown structure for the three elements of Bachelor Housing (Permanent Party, Visitor’s Quarters, and Dormitories) are shown on the right. Additional levels are displayed in the Objectives Matrix
- Performance Data Call Questionnaire for Visitor’s Quarters*
- Performance Data Call Instructions for Visitor’s Quarters*
- Objectives Matrix for Visitor’s Quarters.*

* Respondents were asked to measure performance in the Equipment and Supplies area of Visitor’s Quarters against draft standard P-935 in FY 2003. P-935 was rescinded in FY 2004.



An Example of an Analytical Structure

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VISITORS QUARTERS PERFORMANCE DATA CALL QUESTIONNAIRE		
PERFORMANCE METRICS		
QUESTIONS	RESPONSE	UNITS
Facilities:		
1a. Deficit Reduction		Percent (%)
1b. CNA Reduction		Score (A-E)
2a. Percent of Assignable Rooms		Percent (%)
2b. Transient: Percent of Rooms Utilized		Percent (%)
3a. Distance to 24/7 Front Desk		Miles
3b. Percent Transient Parking Availability		Percent (%)
3c. Number of Laundry Facilities/Building or Complex		Score (A-D)
3d. Are there Adequate Lounges/Training Rooms Available		A (Yes)/B (No)
4a. Percent Repeat Routine Trouble Calls		Percent (%)
4b. Percent Repeat Emergency Trouble Calls		Percent (%)
4c. Percent Transient Facilities with Gangheads		Percent (%)
4d. Percent FCI		Percent (%)
4e. Percent API		Percent (%)
5a. Emergency Trouble Call Response Time		Minutes
5b. Routine Trouble Call Response Time		Days
5c. Major System Down Time (Any Outage)		Hours
5d. Washer/Dryer Availability		Percent (%)
6a. External Appearance of Facility		A (Excel), B (Good), C (Fair) or (D) Poor
6b. Interior Appearance Facility		A (Excel), B (Good), C (Fair) or (D) Poor
6c. Percent BMAR Covered by Special Projects		Percent (%)
7a. FF&E (Case Goods) Age		Years
7b. Age of Soft Goods		Years
7c. Percent Rooms Furnished (Whole Room)		Percent (%)
8a. Percent of Facilities that Meet AICUZ Requirements		Percent (%)
8b. Percent of Facilities That Meet ESQD Requirements		Percent (%)
8c. Percent of Facilities That Meet Seismic Requirements		Percent (%)
8d. Percent of Facilities That Meet ATFP Requirements		Percent (%)

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Staffing:		
1a. Percent Staffing Compliance		Percent (%)
1b. Time Since Last AMD		Months
2a. Time to Recruit Staff Members		Weeks
2b. Percent Overall Staff Turnover		Percent (%)
3a. Percent Staff Certification		Percent (%)
3b. Percent Required Staff Course Completion		Percent (%)
3c. Pineapple Attainment Level		Letter
3d. Customer Service Training Frequency		Score (A-D)
4a. Percent Staff Billeted by NEC		Percent (%)
4b. Percent of Military Staffing not Permanently Assigned		Percent (%)
Equipment & Supplies:		
1a. Percent Rooms with Minimum Furnishings IAW P-935		Percent (%)
1b. Lounges/Common areas: Percent with Minimum Furnishings IAW P-935*		Percent (%)
2a. Percent VQ Rooms with Telephone Lines		Percent (%)
2b. Percent Rooms with Minimum Amenities IAW P-935*		Percent (%)
2c. Lounges/Common Areas: Percent with Minimum Amenities IAW P-935*		Percent (%)
3a. Percent Rooms with Minimum Equip IAW P-935*		Percent (%)
3b. Are the Number Washer & Dryers available IAW UFC 4 721 of JUL 02		A (Yes)/B (No)

* Respondents were asked to measure performance in the Equipment and Supplies area of Visitor's Quarters against draft standard P-935 in FY 2003. P-935 was rescinded in FY 2004.

Service:		
1a. Accreditation Program		Score (A-F) (Note 5)
1b. Percent of DoD Lodging Standards Met		Percent (%)
2a. Percent of Visiting Quarters Surveys Received		Percent (%)
2b. Percent of Guest Comments submitted as Good or Better		Percent (%)
2c. Percent Resident Comments Overall submitted as Good or Better		Percent (%)
3a. Transient Room Check Frequency		Days
3b. Percent of VQ Rooms available and Ready to Occupy		Percent (%)

Visitor's Quarters Objective Matrix

Wgt(%)	Function	Wgt(%)	Sub-Function	Wgt(%)	Metrics	Wgt(%)	Sub-Metrics
30%	1. Facilities	30%	1. Facility Capacity	40%	Requirements	60%	% Deficit Reduction (Note 1)
				40%	Available Assets	40%	CNA Reduction (Score A-D)
20%		20%		40%	Direct Support	50%	% of Assignable Rooms
				20%	Distance to 24/7 Front Desk (mi.)	50%	Transient: % of Rooms Utilized
				30%	% Transient Parking Availability	30%	Distance to 24/7 Front Desk (mi.)
				20%	Number of Laundry Facilities/Building (Score A-D)	30%	% Transient Parking Availability
				20%	Adequate Housing/Lounges/Training Rooms (Y or N)	20%	Number of Laundry Facilities/Building (Score A-D)
20%		20%	2. Facility Maintenance	60%	Maintenance Quantity	20%	% Repeat Routine Trouble Calls
				25%	% Repeat Emergency Trouble Calls	25%	% Repeat Emergency Trouble Calls
				15%	% FCI	25%	% Transient Facilities with Gangheads
				15%	% API	15%	% FCI
						15%	% API
30%		30%	3. Facility Condition	40%	Maintenance Quality	35%	Emergency Trouble Call Response Time (Mins)
						30%	Routine Trouble Call Response Time (Days)
						25%	Major System Down Time (Any Outage) (Hrs.)
						10%	Washer/Dryer Availability (%)
						33%	External Appearance
20%		20%	4. Health & Safety	100%	Condition	33%	Interior Appearance
						34%	% BMAR Covered by Special Projects
						35%	Age of Soft Goods (years)
						25%	% Rooms Furnished by Whole Room
						10%	% of Facilities that Meet AICUZ Requirements
		10%	% of Facilities That Meet ESQD Requirements				
		30%	% of Facilities That Meet Seismic Requirements				
		50%	% of Facilities That Meet ATFP Requirements				

Wgt(%)	Function	Wgt(%)	Sub-Function	Wgt(%)	Metrics	Wgt(%)	Sub-Metrics		
30%	2. Staffing	30%	1. Staffing Compliance	75%	% Staffing Compliance				
				25%	Time Since Last AMD (Months)				
		25%	2. Recruiting	50%	Time to Recruit Staff Members (wks)				
				50%	% Overall Staff Turnover				
20%	3. Training	20%		20%	% Staff Certification				
				10%	% Required Course Completion				
				40%	Pineapple Attainment Level (Platinum, Gold, etc.)				
				30%	Customer Service Training Frequency (Score A-D)				
25%	4. Military Staffing	25%		25%	% Billeted by NEC				
				75%	% of Military Staffing not Permanently Assigned				
20%	3. Equipment & Supplies	30%	1. Furnishings	25%	% Rooms with min Furnishings per P-935*				
				25%	Lounges.Com areas: % with min Furnishings per P-935				
				50%	FF&E	40%	FF&E (Case Goods) Age (years)		
						35%	Age of Soft Goods (years)		
30%	2. Amenities	50%		50%	% Rooms with min Amenities per P-935*				
				50%	Lounges/Com Areas: % with min Amenities per P-935*				
20%	3. Equipment	50%		50%	% Rooms with min Equip per P-935*				
				50%	Are the Number Washer & Dryers IAW UFC 4_721 (Y or N)				
20%	4. Staff Support	50%		50%	Fax, Copier, Computer Automation Available (Y or N)				
20%	4. Service	40%	1. Adequate Service	70%	Accreditation Program (Score A-F)				
				30%	% of DoD Lodging Standards Met				
30%	2. Customer Satisfaction	50%		50%	% of VQ Surveys Received (Transients)				
				50%	% Guest Comments Overall Good or Better				
30%	3. Quality Checks	50%		50%	Transient Room Check Frequency (days)				
				50%	% of VQ Rooms Ready to Occupy				

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