

PART I

GENERAL AEC APPRAISAL GUIDES

A. INTRODUCTION

Appraisal includes evaluation of programmatic performance and the achievement of programmatic objectives as well as administrative performance and the achievement of administrative objectives. Programmatic performance includes not only the quality of end results derived from technical activity, e.g., concepts, products or reactors, but also the effectiveness and efficiency with which technical effort (people, equipment, etc.) is expended in pursuit of the end objective.

It is recognized that the measurement of programmatic performance is subject to less precision in some areas than in others. In research, the general reputation and acceptance of scientific work by peers in the scientific community are of prime importance in the evaluation of performance. So also are periodic status and progress reports, including topical and scientific journal reports. In the development, production and construction areas, more precise gauges of programmatic performance are available. Adherence to schedules, quality, quantity and cost of product, adequacy and timeliness of reports are examples of the latter.

To accomplish the objectives stated in section 0701-02a., the appraisal program must become an integral part of the management control system and it requires the full support of management. Appraisals include:

1. thorough consideration of pertinent data.
2. valid evaluations based on the application of appropriate criteria.
3. clear reporting of facts, conclusions and recommendations.
4. effective follow-up.

B. SOURCES OF DATA

Appraisals are based on such sources of data as routine and special reports, scientific publications, conferences with key personnel, reviews conducted by consultants and committees, day-to-day contact with operations, results of inquiry into unusual or problem situations, surveys, audits, and inspections.

C. OBTAINING PERFORMANCE DATA

Typical steps to obtain performance data are:

1. determine the types of information required for each of the areas to be appraised. Typical factors for administrative and programmatic appraisals are listed in H. below.
2. gather and centrally retain or identify pertinent information on a continuing basis such as: reports, audits, surveys, correspondence, notes on day-to-day contacts and problem-solving and field visits.
3. develop additional data by:
 - a. requesting specific information from the unit being appraised.
 - b. obtaining judgments and suggestions from knowledgeable third parties.
 - c. conducting inspections and interviews when the need is clearly indicated.

D. DEVELOPMENT OF CRITERIA

Ideally, criteria for judging performance should be developed prior to the gathering of pertinent data. This is the first and most important step in the evaluative process. As much as possible, appraisers should develop clear criteria from such recognized sources as AEC Manual chapters and appendixes, AECPRs and AECPIs, GSA regulations, Comptroller General decisions, applicable Federal statutes and BOB circulars. Wherever possible, the criteria should be quantitative.

For contractor appraisal, the contract itself provides basic information such as schedules, quantities, reporting requirements, etc., from which valid criteria for appraising performance can be developed. Contractors' performance may also be judged against such valid criteria as comparable industry performance, his own commercial practices, performance of similar AEC and other Government agency contractors and performance of all AEC contractors.

Throughout the appraisal process, and especially in development of appraisal

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