

DEPARTMENT OF THE NAVY

**INTERIM PERFORMANCE MANAGEMENT SYSTEM COVERING
POSITIONS TRANSITIONING TO THE GENERAL SCHEDULE (GS)
FROM THE NATIONAL SECURITY PERSONNEL SYSTEM (NSPS)**

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**INTERIM PERFORMANCE MANAGEMENT SYSTEM COVERING
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FROM THE NATIONAL SECURITY PERSONNEL SYSTEM (NSPS)**

- References:** (a) Title 5, United States Code, Chapter 43, Performance Appraisal
(b) 5 Code of Federal Regulations, Part 430, Performance Management
(c) 5 Code of Federal Regulations, Part 432, Performance Based Reduction in Grade and Removal Actions
(d) 5 Code of Federal Regulations, Part 531, Pay Under the General Schedule
(e) 5 Code of Federal Regulations, Part 752, Adverse Actions
(f) DoDI 1400.25, Volume 430, reissued May 18, 2009, DoD Civilian Personnel Management System
(g) DON Civilian Human Resources Manual, Subchapter 351, Retention Service Credit for Reduction in Force
(h) DON Civilian Human Resources Manual, Subchapter 430.1, DON Performance Management Programs
(i) DON Civilian Human Resources Manual, Subchapter 432.1, Actions Based on Unacceptable Performance

Cancellation: This document updates and revises *Interim Performance Management System Covering Positions Transitioning to the General Schedule (GS) from the National Security Personnel System (NSPS)*, 20 April 2010.

1. Purpose. To provide the interim performance management system for non-bargaining unit positions transitioning from the National Security Personnel System (NSPS) to the General Schedule (GS). Transition year requirements under this system are found at Appendix A.

2. Background. The National Defense Authorization Act (NDAA) 2010 repealed NSPS in October 2009. NDAA 2010 requires that all employees be transitioned from NSPS by 1 January 2012 and that no employee lose pay due to the transition. The law also required that the Department of Defense (DoD) submit to Congress a proposal for an enterprise-wide performance management system. For the period until the DoD-wide performance management system is implemented, the Department of the Navy (DON) has developed the Interim Performance Management System for positions transitioning from NSPS to GS. The DON policy was initially published on 20 April 2010. Consistent with the DON's commitment to customer engagement and collaboration, this revised version was published in August 2010. The revised version allows greater flexibility at the

local level in determining rewards structure, provides accountability, ensures transparency and de-links ratings from the originally prescribed rewards framework as a requirement of the policy.

3. Policy and Objectives. The goal of the DON interim performance management system is to involve employees in improving organizational effectiveness by integrating processes that:

- a. Communicate and clarify mission and organizational goals and objectives;
- b. Identify employee, team and supervisory accountability for the accomplishment of goals and objectives, as identified in critical elements on performance plans;
- c. Involve employees in improving organizational effectiveness and in assessing employee, team and organizational effectiveness and performance;
- d. Use appropriate measures of performance to recognize and reward employees and use the results of a performance appraisal as a basis for appropriate personnel actions;
- e. Involve employees and their representatives, if appropriate, in program development and implementation; and
- f. Encourage employees to take responsibility to continuously improve, support team endeavors, develop professionally and perform at their full potential.

4. Interim Performance Management System. The interim system is a two-level system. The only possible ratings of record are either “Acceptable” or “Unacceptable.”

5. Coverage. This interim system covers all non-bargaining unit appropriated fund civilian positions of the DON previously covered by the NSPS performance management system which are not otherwise covered by the laboratory or acquisition demonstration Projects performance management systems. Employees hired into positions previously covered by NSPS, or into positions that would have been covered by NSPS, are likewise to be covered by this system. Organizations may negotiate the inclusion of bargaining unit employees under this system; but may not negotiate the substance of this guidance.

6. Performance Appraisal Requirements.

a. Appraisal Period.

1) An annual appraisal period is required for rating of record purposes. The annual rating period for employees in positions previously covered by NSPS will commence upon their departure from that system, or 1 October, whichever is earlier, and conclude on 30 September the following year. The first appraisal period after transition to this system may be longer or shorter in duration, depending upon the date of transition. In all subsequent years the appraisal period will be 1 October through the following 30 September for all organizations and positions covered by this system.

2) To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to insure the minimum 90-day period is met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization. If such an extension would interfere with rating and rewarding activities, then it should not be given, and the performance should be added to the beginning of the subsequent rating period; the employee's close out rating would become the rating of record.

b. Performance Plans.

1) In accordance with reference (f), no employee may be concurrently covered by more than one performance appraisal system.

2) Each employee must have an approved written performance plan based on his or her position description, work assignments and responsibilities. The plan will cover the official appraisal period. Senior rating officials must approve each employee's performance plan and annotate their approval. Only the form found in Appendix B of this document (and previously issued versions of this Performance Appraisal Form), which is also available electronically, may be used for the creation of performance plans and the evaluation of performance.

3) Employees must have approved performance plans no later than 30 days after the beginning of the rating period, permanent assignment to a new position and for each detail, temporary assignment or promotion expected to last more than 120 days. Performance plans include all critical elements and related performance standards.

(a) Performance standards are defined in Appendix C and are the sole source against which critical elements can be assessed. These performance standards may not be augmented or altered.

4) Each performance plan should have a minimum of two, but generally between three and five, critical elements that address individual objectives and expectations. In addition, performance plans must include the critical elements required for specific types of positions, such as safety, security, etc. Appendix E lists any additional performance plan and evaluation requirements particular to certain professions and as identified in applicable regulations.

5) Critical elements are derived from an employee's work assignments and must be clearly aligned to organizational goals, objectives and/or strategic plans.

6) A critical element must be sufficiently specific in nature so as to be understandable by the employee and assessable by a rating official, be comprehensive enough to span the entire rating period or a substantial portion thereof, and be commensurate with the employee's position requirements. Critical elements may not be weighted.

7) Critical elements may be modified, added to or deleted from an employee's performance plan as needed throughout the performance period. Reasons for adjusting critical elements may include conditions that change beyond the employee's ability to control or influence, the complexity of the assignment or the resources to complete the assignment were underestimated, changes to organizational mission or staffing structure, or assignment of new responsibilities or projects.

(a) Other than the fact that a critical element may not be adjusted within the last 90 days of the appraisal period, there is no required minimum period of time an employee must be under notice of an adjusted critical element, but it must be achievable within the time remaining in the appraisal period.

(b) Adjustments to critical elements must be promptly and clearly communicated to the employee after having been approved by the Senior rating official. Employees are accountable for meeting a documented, communicated adjustment.

8) At the time the performance plan is established, the rating official must certify that the employee's position description (PD) is current and accurate. If the PD is not current and accurate, the rating official shall take prompt corrective action to ensure its accuracy.

9) Each performance plan for supervisors must contain at least one supervisory critical element. Supervisors and managers shall be held accountable through their performance expectations for how well they plan, monitor, develop, correct and assess subordinate employees' performance. Additional requirements include but are not limited to requirements outlined in Appendix E.

c. Monitoring Performance. Rating officials must monitor and assess the performance of their employees on a regular basis so that they can provide continual feedback that is specific, fair and accurate. Feedback should address recent performance and what is expected at the "Acceptable" level. Monitoring performance includes assessing and adjusting performance expectations in critical elements as needed.

1) Progress Reviews.

(a) One mid-year progress review is required, at which time employees should be informed of how they are progressing with regard to their critical elements. To the maximum extent possible, progress reviews will be informative and developmental in nature and will focus on future performance expectations.

(b) Progress reviews do not require the assignment of a rating of record. However, at any time during the appraisal period that performance is determined to be unacceptable in one or more critical elements of the employee's performance plan, in accordance with section 7 on Unacceptable Performance, the employee is to be notified.

(c) Echelon I and II Commands are encouraged to recommend or require written rating official assessments and/or employee self-assessments for progress reviews.

(d) The rating official and employee must sign and date the performance plan form to indicate that the review was conducted. Failure by an employee to sign shall not void the content of the plan or progress review.

2) Annual Assessments.

(a) Employees are required to provide their rating officials with narrative self-assessments of their accomplishments for each of their critical elements compared to their assigned performance standards on the performance plan form no later than 15 days after the end of the appraisal period.

(b) Rating officials are required to consider employee self-assessments and prepare written assessments of employee performance and contribution to mission no later than 30 days after the end of the appraisal period. Written assessments will be used to justify ratings of record to the senior rating official.

(c) The rating official's recommended performance ratings are subject to the review and approval by the senior rating official. If the senior rating official changes the performance rating, the rationale for doing so must be documented in writing on the Performance Appraisal Form (in Appendix B).

(d) Subject to 6 a.(2), when a rating of record cannot be prepared at the time specified, the appraisal period may be extended to insure the minimum 90-day period as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization. A rating of record should be prepared as soon as practicable once the necessary conditions have been met.

3) Close-out Ratings. Close-out ratings must be conducted when:

(a) An employee completes a detail or temporary promotion of more than 120 days under established critical elements. This requirement also applies to employees on loan from another activity or agency for more than 120 days.

(b) An employee changes positions, is promoted or moves to a new agency or activity after being under established critical elements for a minimum of 90 days.

(c) The rating official leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new rating official.

(d) Close-out ratings may become the rating of record if there is insufficient time (fewer than 90 days) to establish a new performance plan and rate the covered employee in the newly assigned position before the end of the appraisal period.

4) Summary Level. A summary level of "Acceptable" or "Unacceptable" must be assigned as the rating of record.

(a) Ratings are based on a comparison of performance and written standards. Accomplishments in each critical element are assigned an individual element level after having been compared to the performance standards in Appendix C.

(b) Individual element levels are then converted to one of two summary levels: “Unacceptable” as the lowest and “Acceptable” as the highest.

(c) An “Unacceptable” summary level is assigned only if performance on one or more critical elements is appraised as “Unacceptable.”

5) Communicating and Recording the Results.

(a) Rating officials are required to have a conversation with their employees to discuss the rating of record and rating official narrative assessment within 75 days after the end of the annual appraisal period. This conversation may only occur after the senior rating official review and approval of the rating of record. Employees must be provided a copy of their rating of record and the rating official narrative assessment.

(b) The performance rating shall be signed and dated by the employee, rating official and the senior rating official. The employee’s signature signifies the employee has received the rating and does not necessarily constitute agreement with it.

7. Unacceptable Performance.

a. If, at any time during the performance appraisal period that an employee’s performance is determined to be unacceptable in one or more critical elements, then the rating official shall notify the employee.

b. Within-grade increases (WGIs) cannot be granted while performance is at an unacceptable level. If performance is determined to be “Unacceptable” at the time a WGI is due to an employee, the rating official must take action to deny the WGI pursuant to section 10 a. of this policy and reference (d).

c. If unacceptable performance persists, the rating official should consider corrective action including, but not limited to, initiating a reassignment, a reduction-in-grade, a removal under the provisions of reference (e), or, a formal opportunity to improve through a performance improvement plan (PIP) in accordance with references (c) and (i).

d. A rating of record of “Unacceptable” will be reviewed and approved by the senior rating official.

e. Detailed information on matters associated with correcting unacceptable performance can be found in references (c) and (i).

8. Grievances and Appeals. Covered employees may raise issues relating to the performance appraisal process either through the administrative grievance procedure or, where applicable, a negotiated grievance procedure. Employees are encouraged to use Alternative Dispute Resolution (ADR). Appealable issues may be submitted to the Merit Systems Protection Board (MSPB). Guidance on grievable/appealable matters is as follows:

a. The substance of an employee's critical elements is not grievable.

b. Failure to inform employees of critical elements and standards within the required time frame is grievable.

c. Ratings on individual elements and summary level ratings are grievable.

d. Performance-based demotions and removals may be grieved through the appropriate grievance procedure or appealed to the MSPB, but not both.

9. Rating of Record.

1) The only ratings of record in this performance management system are “Acceptable” and “Unacceptable.” Only a rating of record of “Acceptable” or “Unacceptable” is applied for purposes of determining retention standing in the event of a reduction-in-force (RIF) or for any other reason a performance rating is needed.

2) A rating of record will not be lowered because an employee has been absent from work for legitimate reasons.

10. Relationship to Other Personnel Actions.

a. Within-Grade Increases (WGIs).

1) Covered GS employees receive WGIs, when eligible after completing appropriate waiting periods, if their performance is at an acceptable level of competence. Acceptable level of competence equates to an “Acceptable” rating of record.

2) When a WGI decision is not consistent with the employee's most recent rating of record, a more current rating of record must be prepared. The rating of record used as the basis for an acceptable level of competence determination for a WGI must have been assigned no earlier than the most recently completed appraisal period.

(a) In accordance with part 531.411 of reference (d), when a WGI has been withheld due to unacceptable performance, a new rating of record may be prepared at any time thereafter during the appraisal period when it is determined that the employee's performance is at an acceptable level of competence.

b. Promotions.

1) Career-Ladder Promotions. Performance appraisals are used as a basis for determining eligibility for career-ladder promotions. To be promoted, an employee must be performing at the "Acceptable" level on all critical elements. However, the fact that an employee is rated "Acceptable" at the time he/she is eligible for a career-ladder promotion does not mean that the promotion is automatic or that the employee is ready for promotion.

2) Merit Promotion Actions. The rating of record should be used in merit promotion evaluations and by selecting officials to the extent it is relevant to the position to be filled.

c. Probationary Period.

1) Initial Probationary Period. Assessment of an employee's performance, as well as other considerations, should serve as a basis for the decision to retain or terminate an employee's employment in the Federal service during the probationary period. A rating of record, close-out rating or progress review is not required when making a decision to terminate or retain an employee during the probationary period.

2) Supervisory and Managerial Probation. Evaluation of the employee's performance, including performance of supervisory or managerial elements of the position, serves as a basis for the decision to retain or remove the employee from the supervisory or managerial position.

d. Reduction-in-Force (RIF).

1) The rating of record for RIF purposes is either “Acceptable” or “Unacceptable.” A special rating conducted to support WGI determinations or as the result of a performance improvement plan may be used for RIF purposes.

2) The three most recent ratings of record received in the last four years prior to the date of issuance of (RIF) notices, except as otherwise provided in paragraphs (b)(2) and (c) of reference (g), are factors in determining retention standing for RIF purposes. An employee receives additional years of service for each “Acceptable” rating.

e. Training and Development.

1) Identification of training requirements to improve performance is a significant element in the appraisal process. The performance appraisal process should clearly identify areas where training and development may be appropriate.

2) Performance plans related to training may include achievement of specific training objectives needed for the basic requirements of a position, such as training for career development. Performance appraisals conducted as part of the employee’s individual training plan or other specialized training plan should be considered in the annual performance rating process. Such appraisals do not serve as the rating of record.

11. Transfer of Rating. When an employee transfers from one activity or rating official to another, the losing activity or rating official must ensure that a copy of the employee’s most recent rating of record and performance plan is forwarded to the gaining activity or rating official. Transferred ratings covering an employee’s performance within the current appraisal period should be taken into consideration when deriving the next rating of record.

12. Performance Recognition. To ensure that employees are recognized and rewarded based on their individual accomplishments and contributions, Echelon I and II commands should fund and execute their awards budget at the minimum aggregate level of 1.25% of total basic salaries toward recognizing and rewarding employees’ annual performance and contributions to mission. Additionally, a minimum of .25% of total basic salaries should be budgeted for cash awards to recognize special acts or service throughout the performance year. Echelon I and II commands will execute amounts toward quality step increases (QSIs) in addition to the minimum aggregate levels above. See Appendix A for guidance on awards funding for the transition year(s). Funded amounts are based on total basic salaries of those employees covered by this performance management system on

the first day of the appraisal period; executed amounts are based on total basic salaries of those employees covered by this performance management system on the last day of the appraisal period.

a. Awards.

1) Consistent with references (a) and (h), Echelon I and II Commands will develop awards frameworks to ensure that employees are recognized and rewarded for their individual accomplishments and contributions, consistent with the principles in (a) through (g) below. Appendix F presents the DON recommended awards framework. Echelon I and II Commands may elect to develop their own framework(s) for rewarding employees in adherence with this policy. All organizations will publish their adopted framework at least 30 calendar days prior to the end of the appraisal period (normally 30 September).

(a) Awards will be used as tools to acknowledge and motivate employees by recognizing and rewarding significant individual, team or organizational achievements or contributions. Awards are neither mandatory nor guaranteed.

(b) Organizations will ensure that there are clear distinctions in award amounts for different levels of performance and contribution to mission.

(c) In adhering to good principles of compensation management, Performance Awards Review Boards (as described in 12. c.) should consider all aspects of an individual's compensation profile when making award decisions to include recent promotions, within-grade increases (WGIs), salary adjustments as a result of the transition from NSPS (applies to transition years only), other monetary awards paid out during the performance year and internal equity.

(d) Care should be taken to ensure that similarly situated employees with like performance and contribution to mission are rewarded in a consistent manner.

(e) Organizations will ensure transparency in all steps of the recognition and rewarding process, to include timely notification to employees of the processes involved.

(f) Chapter 45 of Title 5 United States Code awards flexibilities should be used to recognize specific contributions or acts during the performance year.

(g) An element level rating of “Unacceptable” in any critical element of a performance plan renders the rating of record “Unacceptable” as well. Employees who receive an “Unacceptable” rating of record are not eligible for any form of recognition or reward, and as noted in 10 a., must have their within-grade increase (WGI) either denied or delayed, as appropriate.

b. Quality Step Increases (QSIs).

1) An additional step increase may be granted in recognition of high quality performance above that ordinarily found in the type of position concerned. The purpose of a QSI is to provide appropriate incentive and recognition for excellence in performance by granting a faster than normal step increase.

2) To be eligible for a QSI, an employee must:

- Currently be paid below step 10 of his or her grade;
- Have received the highest level of performance as defined by the framework used by an organization according to 12. a. (1) as part of an annual appraisal;
 - For example, if an organization has opted to follow the framework provided in Appendix F, an employee must have received an average critical element score of no less than 2.5.
- Have demonstrated sustained performance of high quality; and
- Not have received a QSI (or QSI-equivalent under a personnel system other than the General Schedule) within the preceding 52 consecutive calendar weeks.

3) The rating official will record a justification for a QSI. Such documentation must show that the proposed recipient has performed at a truly exceptional level to justify a permanent increase in the employee’s rate of pay.

4) Rating officials shall consider pay equity, assess the compensation of similarly situated employees and evaluate how a proposed QSI fits into an existing compensation pattern. Considerations include, but are not limited to, pay equity (what similarly situated employees earn), expectation of continued high performance, and sound business reasons that take into account the impact of that decision on the current workforce and its existing salary structure.

5) A QSI will not affect the timing of an employee's next regular within-grade increase, unless it places the employee in step 4 or step 7 of his or her grade. In these cases, time served toward waiting period is credited towards the waiting period for the next step. In recommending a QSI, the activity should review several factors in regard to timing:

- How long will the employee be able to enjoy the benefits of a QSI?
- Will the employee be promoted in the near future (i.e. career ladder positions)?
- Will the QSI make a difference in setting the promotion pay?
- When is the employee eligible for their next within-grade increase (WGI)?
- Will the increase take the employee to a new waiting period?

c. Performance Awards Review Board.

1) To ensure fairness and good business decisions across the organization while addressing adherence to merit system principles, one or more Performance Awards Review Boards will be established consistent with guidance from Echelon I and II commands to review and approve performance awards. This policy deliberately provides flexibility in determining how to operationalize the Board's function, including the development of business rules, in a manner that best supports organizational operations and mission. Echelon I and II Commands shall provide guidance for determining the appropriate number and level of Performance Awards Review Boards for their organizations.

d. Grievances and Appeals.

1) Determinations concerning awards or quality step increases (QSIs) are not grievable.

2) A Performance Awards Review Board does not have the authority to change an employee's rating of record.

13. Assessment and Review. Interpretation of the intent and meaning of the provisions contained in this guidance will be determined by the Office of Civilian Human Resources (OCHR). The OCHR will review the effectiveness of this guidance and propose changes as required.

APPENDIX A TRANSITION YEAR REQUIREMENTS

This Appendix establishes policy for rating and rewarding employees transitioning to the General Schedule from NSPS for their performance and accomplishments in the event they are not under a single performance management system for the entire FY2010 appraisal period.

1. To the extent practicable, NSPS job objectives should be carried over into new performance plans, in which they would become the critical elements that comprise those plans. By doing so, it will be possible to rate and reward employees who transition prior to 3 July 2010 without the need to do close-out assessments for their NSPS performance plans. Such employees would then be rated and rewarded for the entire FY2010 appraisal period using the Interim Performance Management System outlined in this document.

2. For employees transitioning out of NSPS prior to 3 July 2010, if a decision is made not to carry over an employee's objectives after transition out of NSPS and create entirely new critical elements, then any such employees must be provided a close-out assessment for their NSPS performance plans and will then be rated on their newly created critical elements at the end of the FY2010 appraisal period. Any close-out assessment will be used in conjunction with the interim system rating of record to determine the appropriate performance-based award, if any.

3. Employees who transition from NSPS to the Interim Performance Management System on or after 3 July 2010 must be provided early annual performance assessments and recommended ratings in accordance with NSPS regulations. Commands and activities must likewise comply with NSPS regulations to make the recommended ratings final, including deliberation by the appropriate pay pool panel (for the transition year, the pay pool manager may perform the review and reconciliation functions previously accomplished by the pay pool panel). Any recognition and reward that may be appropriate based upon the final ratings of record should be determined based upon NSPS ratings. Recognition will generally be in the form of one-time bonuses. To be eligible for a QSI, employees must have received a Level 5 NSPS performance rating.

4. The new FY2011 appraisal period for employees who transition from NSPS to the GS on or after 3 July 2010 but before 30 September 2010 will begin on the effective date of their transition and conclude on 30 September 2011, for a maximum appraisal period length of 15 months.

APPENDIX B Interim Performance Appraisal Form

DEPARTMENT OF THE NAVY (DON) INTERIM PERFORMANCE APPRAISAL FORM <i>Version 3.0</i> <small>(Please read Privacy Act Statement and Instructions before completing this form.)</small>		
SECTION 1 - PERFORMANCE PLAN		
PART A - ADMINISTRATIVE DATA		
1. APPRAISAL PERIOD:	a. START DATE	b. END DATE
2. EMPLOYEE NAME (Last, First, Middle Initial)		3. SOCIAL SECURITY NUMBER (Last 4 digits) XXX-XX-
4. POSITION TITLE	5. GENERAL SCHEDULE (GS) GRADE AND STEP	
6. ORGANIZATION		
PART B - CRITICAL ELEMENT PERFORMANCE STANDARDS		
<p>A critical element performance standard is a general description of a level, requirement, or expectation of employee performance that must be met to be appraised at a particular level of performance. Performance standards are contained in Appendix B of the document <i>Interim Performance Management System Covering Positions Transitioning to the General Schedule from NSPS</i> and are defined by career stage - entry, journey and expert. A single career stage will be used for all critical elements. The supervisory performance standard is used only for supervisory critical elements. Copy and paste the appropriate performance standard(s), including the career stage, into the field below.</p>		
PRIVACY ACT STATEMENT		
<p>AUTHORITY: 5 U.S.C. Chapter 43.</p> <p>PRINCIPAL PURPOSE(S): This form will be used for performance planning and results reporting documentation requirements for the DON Interim Performance Management System for positions transitioned from NSPS to GS.</p> <p>DISCLOSURE: Employee signatures or the lack of signatures do not connote employee verification of any personal information on the form.</p>		
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PART C - CRITICAL ELEMENTS

Critical elements are work assignments, goals, objectives, or responsibilities of such importance that unacceptable performance on the element would result in a determination that an employee's overall performance is unacceptable. A critical element must be sufficiently specific in nature so as to be understandable by the employee and assessable by a rating official, be comprehensive enough to span the entire rating period or a substantial portion thereof, and must be commensurate with the employee's grade, experience, and position requirements. A performance plan must have a minimum of two, but generally between three and five critical elements, that address individual expectations and goals.

CRITICAL ELEMENT 1 TITLE:

CRITICAL ELEMENT 2 TITLE:

CRITICAL ELEMENT 3 TITLE:

CRITICAL ELEMENT 4 TITLE:

CRITICAL ELEMENT 5 TITLE:

PART D - PERFORMANCE PLAN DOCUMENTATION			
The following signature blocks must be signed within 30 days from the start of the appraisal period, entrance on duty of a new employee, or upon formal change to this plan.			
1. POSITION DESCRIPTION CERTIFICATION <i>(to be completed by Rating Official)</i>			
I certify that the employee's position description (PD) is current and accurate. <input type="checkbox"/>			
2. MEANS OF DELIVERY <i>(Enter date under method used)</i>			
	a. FACE-TO-FACE	b. TELEPHONE	c. OTHER <i>(Explain):</i>
3.a. PRINTED NAME OF RATING OFFICIAL <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	
c. TITLE AND ORGANIZATION		d. DATE	
4.a. PRINTED NAME OF SENIOR RATING OFFICIAL <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	
c. TITLE AND ORGANIZATION		d. DATE	
5.a. SIGNATURE OF EMPLOYEE <i>(Receipt acknowledged. Signature does not indicate agreement or disagreement.)</i>			b. DATE
PART E - COMMAND USE			

PART F - EMPLOYEE SELF-ASSESSMENT FOR PROGRESS REVIEW (if required)			
PART G - RATING OFFICIAL ASSESSMENT FOR PROGRESS REVIEW (if required)			
PART H - PROGRESS REVIEW DOCUMENTATION			
1. MEANS OF DELIVERY (Enter date under method used)	a. FACE-TO-FACE	b. TELEPHONE	c. OTHER (Explain):
2.a. PRINTED NAME OF RATING OFFICIAL (Last, First, Middle Initial)		b. SIGNATURE	
c. TITLE AND ORGANIZATION			d. DATE
3.a. PRINTED NAME OF SENIOR RATING OFFICIAL (OPTIONAL) (Last, First, Middle Initial)		b. SIGNATURE (OPTIONAL)	
c. TITLE AND ORGANIZATION			d. DATE
4.a. SIGNATURE OF EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.)			b. DATE

PERFORMANCE APPRAISAL FORM

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PART I - CLOSE-OUT ASSESSMENT

A close-out assessment must be conducted when:

- (a) An employee completes a detail or temporary promotion of 120 days or longer under established critical elements; or
- (b) An employee changes positions, is promoted, or moves to a new agency/activity after being under established critical elements for a minimum of 90 days; or
- (c) The first-level supervisor leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new supervisor.

CRITICAL ELEMENT 1 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 1 - INDIVIDUAL ELEMENT LEVEL:

PART I – CLOSE-OUT ASSESSMENT (CONTINUED)

A close-out assessment must be conducted when:

- (a) An employee completes a detail or temporary promotion of 120 days or longer under established critical elements; or
- (b) An employee changes positions, is promoted, or moves to a new agency/activity after being under established critical elements for a minimum of 90 days; or
- (c) The first-level supervisor leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new supervisor.

CRITICAL ELEMENT 2 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 2 - INDIVIDUAL ELEMENT LEVEL:

PART I – CLOSE-OUT ASSESSMENT (CONTINUED)

A close-out assessment must be conducted when:

- (a) An employee completes a detail or temporary promotion of 120 days or longer under established critical elements; or
- (b) An employee changes positions, is promoted, or moves to a new agency/activity after being under established critical elements for a minimum of 90 days; or
- (c) The first-level supervisor leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new supervisor.

CRITICAL ELEMENT 3 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 3 - INDIVIDUAL ELEMENT LEVEL:

PART I- CLOSE-OUT ASSESSMENT (CONTINUED)

A close-out assessment must be conducted when:

- (a) An employee completes a detail or temporary promotion of 120 days or longer under established critical elements; or
- (b) An employee changes positions, is promoted, or moves to a new agency/activity after being under established critical elements for a minimum of 90 days; or
- (c) The first-level supervisor leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new supervisor.

CRITICAL ELEMENT 4 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 4 - INDIVIDUAL ELEMENT LEVEL:

PART I – CLOSE-OUT ASSESSMENT (CONTINUED)

A close-out assessment must be conducted when:

- (a) An employee completes a detail or temporary promotion of 120 days or longer under established critical elements; or
- (b) An employee changes positions, is promoted, or moves to a new agency/activity after being under established critical elements for a minimum of 90 days; or
- (c) The first-level supervisor leaves the position after the employee is under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new supervisor.

CRITICAL ELEMENT 5 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 5 - INDIVIDUAL ELEMENT LEVEL:

PART J - CLOSE-OUT RATING DOCUMENTATION			
1. MEANS OF DELIVERY <i>(Enter date under method used)</i>	a. FACE-TO-FACE	b. TELEPHONE	c. OTHER <i>(Explain):</i>
2.a. PRINTED NAME OF RATING OFFICIAL <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	
c. TITLE AND ORGANIZATION			d. DATE
3.a. PRINTED NAME OF SENIOR RATING OFFICIAL <i>(Last, First, Middle Initial)</i>		b. SIGNATURE	
c. TITLE AND ORGANIZATION			d. DATE
4.a. SIGNATURE OF EMPLOYEE <i>(Receipt acknowledged. Signature does not indicate agreement or disagreement.)</i>			b. DATE
PART K - COMMAND USE			

PART L - ANNUAL ASSESSMENT

To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to allow for the 90-day minimum to be met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization.

CRITICAL ELEMENT 1 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 1 - INDIVIDUAL ELEMENT LEVEL:

PART L - ANNUAL ASSESSMENT (CONTINUED)

To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to allow for the 90-day minimum to be met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization.

CRITICAL ELEMENT 2 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 2 - INDIVIDUAL ELEMENT LEVEL:

PART L - ANNUAL ASSESSMENT (CONTINUED)

To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to allow for the 90-day minimum to be met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization.

CRITICAL ELEMENT 3 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 3 - INDIVIDUAL ELEMENT LEVEL:

PART L - ANNUAL ASSESSMENT (CONTINUED)

To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to allow for the 90-day minimum to be met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization.

CRITICAL ELEMENT 4 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 4 - INDIVIDUAL ELEMENT LEVEL:

PART L - ANNUAL ASSESSMENT (CONTINUED)

To receive a rating of record, an employee must have served for a minimum appraisal period of 90 days under an approved performance plan in the same position. If necessary, an employee's rating period may be extended by the rating official with approval from the senior rating official beyond the end of the rating period to allow for the 90-day minimum to be met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization.

CRITICAL ELEMENT 5 TITLE:

EMPLOYEE SELF-ASSESSMENT

RATING OFFICIAL ASSESSMENT

CRITICAL ELEMENT 5 - INDIVIDUAL ELEMENT LEVEL:

SECTION 2 - RATING OF RECORD		
PART M - ANNUAL PERFORMANCE RATING OF RECORD		
CRITICAL ELEMENT	CRITICAL ELEMENT TITLE	INDIVIDUAL ELEMENT LEVEL
1		
2		
3		
4		
5		
RATING OF RECORD (If any one critical element is assigned "Unacceptable," then input "Unacceptable." Otherwise, input "Acceptable.")		
PART N - ANNUAL APPRAISAL DOCUMENTATION		
1. MEANS OF DELIVERY (Enter date under method used)	a. FACE-TO-FACE	b. TELEPHONE
2.a. PRINTED NAME OF RATING OFFICIAL (Last, First, Middle Initial)		b. SIGNATURE
c. TITLE AND ORGANIZATION		d. DATE
3.a. PRINTED NAME OF SENIOR RATING OFFICIAL (Last, First, Middle Initial)		b. SIGNATURE
c. TITLE AND ORGANIZATION		d. DATE
4.a. SIGNATURE OF EMPLOYEE (Receipt acknowledged. Signature does not indicate agreement or disagreement.)		b. DATE
PART O - COMMAND USE		

APPENDIX C

Critical Element Performance Standards

1. A performance standard is an expression of the performance threshold(s), requirement(s), or expectation(s) that must be met to be appraised at a particular level of performance. When determining an individual element level (“Unacceptable” or “Acceptable”), the rating official will compare the actual performance on each critical element to the appropriate performance standards below.

2. The performance standards are defined for three different stages in the advancement pattern of a position or career – entry, journey and expert. A single career stage will be used for each employee that addresses all critical elements within the employee’s performance plan. Additionally, the supervisory performance standards are used to determine the individual element level for the supervisory critical element.

(a) Normally, the grade and progression pattern of the occupation will determine the career stage. Rating officials must use their judgment in determining which term best describes the nature of the work for the position occupied.

(b) The following descriptions of each career stage are meant as a guide for supervisors and management officials to use in determining which career stage applies to a position.

Entry – A position for an employee who is new to or who needs to learn a particular type of work. Position requires close guidance and supervision.

Journey – A position requiring sufficient experience performing a particular type of work with less supervision than an entry-level position. Generally, the full performance level of a career ladder position.

Expert – A position requiring strong breadth and depth of experience in a particular type of work or career field. Position requires little supervision.

(c) A crosswalk to assist in determining career stage by occupational group and grade is provided in Appendix D; however, rating officials may determine that a particular position is at a different career stage than that shown in the crosswalk.

3. The performance standards listed below are the sole source against which critical elements can be assessed. To ensure consistency across the DON, the performance standards may not be augmented or altered.

Career Stage	Element Level	Performance Standard
Entry	Acceptable	<p>With guidance and assistance:</p> <ul style="list-style-type: none"> • Accomplished the stated critical element, achieving desired results that were sound, accurate, thorough or documented; met applicable authorities, standards, policies, procedures and guidelines. • Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner. • Demonstrated ability to work well with others.
Entry	Unacceptable	<p>Though guidance was provided:</p> <ul style="list-style-type: none"> • Failed to achieve all or part of the stated critical element by failing to provide products or services that were sound, accurate, thorough, documented and/or failed to meet applicable authorities, standards, policies, procedures or guidelines; or • Failed to plan, organize, prioritize and schedule own work activities to deliver the critical element in a timely and effective manner; relied on others to redo or complete work assignments; or • Demonstrated poor cooperation or inability to work with others.

Career Stage	Element Level	Performance Standard
Journey	Acceptable	<ul style="list-style-type: none"> • Completed the stated critical element by achieving results that met applicable standards, policies, procedures, and guidelines. • In achieving critical elements and work assignments, adhered to work/project schedules; organized or prioritized own tasks to complete assignments; adjusted own work priorities to achieve desired results. • Demonstrated ability to work well with others.
Journey	Unacceptable	<ul style="list-style-type: none"> • Failed to achieve all or part of the stated critical element; or • Failed to provide products that were sound, accurate, thorough and documented, and regularly failed to

		<p>meet applicable authorities, standards, policies, procedures and guidelines; or</p> <ul style="list-style-type: none"> Failed to plan, organize, prioritize, and schedule own work activities to deliver the critical element in a timely and effective manner; relied on others to frequently assist with or redo work assignments; or Demonstrated poor cooperation or inability to work with others.
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Career Stage	Element Level	Performance Standard
Expert	Acceptable	<ul style="list-style-type: none"> Delivered on each critical element with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures and guidelines anticipating and overcoming significant obstacles. Established priorities and coordinated work across projects, programs or people, balancing work demands and anticipating and overcoming obstacles to achieve a timely and positive outcome. Demonstrated high standards of professional conduct and represented the organization or work unit effectively.
Expert	Unacceptable	<ul style="list-style-type: none"> Failed to achieve all or part of the stated critical element; or Failed in the accomplishment of priorities and coordination of work across projects, programs or people; consistently failed to balance work demands resulting in an untimely and unproductive product or event; or Demonstrated poor cooperation or inability to work with others.

Career Stage	Element Level	Performance Standard
Supervisory	Acceptable	<ul style="list-style-type: none"> Achieved expected results by effectively carrying out established supervisory responsibilities. Demonstrated adequate EEO and Affirmative Action awareness in areas of supervision and leadership. Supported use of Alternative Dispute Resolution to resolve conduct and performance concerns at the lowest level and early timeframe to ensure the workplace provided a harmonious climate.

Career Stage	Element Level	Performance Standard
		<ul style="list-style-type: none"> • Instituted measures to foster productivity and safety. • Provided timely performance feedback at a minimum of two times during the performance cycle; took appropriate corrective action to address instances of inappropriate conduct and/or unacceptable performance.
Supervisory	Unacceptable	<ul style="list-style-type: none"> • Failed in the accomplishment of priorities and coordination across projects, programs, and people; consistently failed to balance work demands of employees resulting in untimely or unproductive products or events; or • Failed to demonstrate adequate EEO and Affirmative Action awareness in areas of supervision and leadership; or • Failed to support the use of Alternative Dispute Resolution to resolve conduct and performance concerns to ensure the workplace provides a harmonious climate; or • Failed to provide timely performance feedback as required during the rating cycle or to take appropriate corrective action to address instances of inappropriate conduct and/or unacceptable performance.

APPENDIX D Career Stages Crosswalk

The performance standards in Appendix C are defined for three different stages in the advancement pattern of a position or career – entry, journey and expert. The following crosswalk is provided to assist rating officials in determining career stage. The crosswalk is a guide; rating officials may determine that a particular position is at a different career stage than that shown in the crosswalk as appropriate. Definitions of the types of work follow.

For **professional work** and **administrative work**, the following is generally applicable:

Level	Grades
Entry (Typically based on education alone)	GS-05 GS-07 GS-09*
Journey (Typically requires a combination of education and experience)	GS-09* GS-11 GS-12
Expert (Primarily based on experience)	GS-13 and above

**May be considered either entry or journey depending on the position and career progression.*

For **technician work**, the following is generally applicable:

Level	Grades
Entry	GS-04 GS-05
Journey	GS-06 GS-07 GS-08 GS-09*
Expert	GS-09* GS-10 GS-11 GS-12

**May be considered either entry or journey depending on the position and career progression.*

For **clerical work**, the following is generally applicable:

Level	Grades
Entry	GS-03
	GS-04
Journey	GS-05
	GS-06
	GS-07*
Expert	GS-08
	GS-09
	GS-10

**May be considered an expert for those series that normally are not graded above the GS-07 level.*

Professional work – Requires knowledge in a field of science or learning characteristically acquired through education or training equivalent to a bachelor’s or higher degree with major study in or pertinent to the specialized field, as distinguished from general education. Professional occupational series follow a two-grade interval pattern and are identified as professional in the series definitions. Examples include Psychologists (0180), Computer Scientists (1550), and Computer Engineers (0854).

Administrative work – Involves the exercise of analytical ability, judgment, discretion, and personal responsibility, and the application of a substantial body of knowledge of principles, concepts, and practices applicable to one or more fields of administration or management. While these positions do not require specialized education, they do involve the type of skills (analytical, research, writing, judgment) typically gained through a college level education, or through progressively responsible experience. Administrative occupational series follow a two-grade interval pattern. Examples include Human Resources Specialist (0201), Management and Program Analyst (0343), and Technical Writer (1083).

Technician work – Typically associated with and supportive of a professional or administrative field. It involves extensive practical knowledge, gained through experience and/or specific training less than that represented by college graduation. Technician employees carry out tasks, methods, procedures, and/or computations that are laid out either in published or oral instructions and covered by established precedents or guidelines. Technician work, however, typically follows a one-grade interval pattern and does not require the application of knowledge and skills equivalent to those required for two-grade interval work. Examples include Safety Technician (0019), Medical Technician (0645), and Dental Assistant (0681).

Clerical work – Involves structured work in support of office, business, or fiscal operations. Clerical work is performed in accordance with established policies, procedures, or techniques; and requires training, experience, or working knowledge related to the tasks to be performed. Clerical occupational series follow a one-grade interval pattern. Examples include Correspondence Clerk (0309), Legal Assistant (0986), and Equipment Operator (0350).

APPENDIX E

Additional Performance Evaluation Requirements

1. Purpose. Specific provisions of law, regulation and DoD policy require certain matters to be considered in the performance evaluations of some employees. Paragraph 2 below addresses those situations where individual performance elements may be appropriate. However, the establishment of specific performance elements and standards may not be necessary in all instances. Rather, it may be appropriate to combine these expectations into one or more performance elements. An example is a supervisory element that captures all supervisory responsibilities. Management has discretion in determining those matters that require individual performance elements and when “combined” elements are appropriate.

2. DoD Performance Evaluation Requirements.

a. Audit Follow-Up. Performance evaluations of appropriate managers must reflect the degree of effectiveness in addressing audit findings and recommendations and implementing agreed-upon corrective actions as required by Office of Management and Budget Circular A-50, "Audit Follow-Up," September 29, 1982. This requirement applies to audits conducted by the General Accounting Office and the DoD Inspector General. This requirement is established in DoD Directive 7650.3, "Follow-Up on General Accounting Office, DoD Inspector General, and Internal Review Reports," June 3, 2004.

b. Protecting Classified Information. Performance evaluations of all employees whose duties involve access to classified information must include a comment by rating officials pertaining to an employee’s discharge of security responsibilities. This requirement is established in DoD 5200.2-R, "Personnel Security Program," January 1987.

c. Internal Management Control. Performance evaluations of managers who have significant Internal Management Control (IMC) responsibilities must reflect the accountability for the success or failure of IMC practices. This requirement is established in DoD Directive 5010.40, "Managers’ Internal Control Program (MICP) Procedures," July 29, 2010.

d. Equal Employment Opportunity (EEO). Performance plans of supervisors, managers and other personnel with EEO responsibility must have a critical element on supervision that contains references to their EEO responsibilities. This requirement is established in DoD Directive 1440.1, "The DoD Equal Employment Opportunity (EEO) Program," May 21, 1987.

e. Inventory Management. Performance evaluations of individuals employed at Inventory Control Points must give appropriate consideration to efforts made by these individuals to eliminate wasteful practices and achieve cost savings in the acquisition and management of inventory items. This requirement is established in section 2458 of Title 10, U.S.C.

f. Acquisitions. Employees serving in positions in the acquisition career field must have a supervisory acquisition professional provide review and comments on any appraisal of their performance. This requirement is established in DoD Directive 5000.52, "Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program," January 12, 2005.

g. Regulatory Reinvention. Performance measurements of persons who are frontline regulators, i.e., those who have authority to order a corrective action or levy a fine on a business or other government entity, must focus on results, not process and punishment. Therefore, such measures should not be based on process (e.g., number of visits to a business or government entity) or punishment (e.g., number of violations found, number of fines levied on a business or government entity). This requirement is established by a Presidential Memorandum for heads of federal departments and agencies, "Regulatory Reinvention Initiative," March 4, 1995.

h. Classified Information Management. The performance ratings of civilian employees who are original classification authorities, security managers, security specialists or significantly involved in the creation or handling of classified information must include the management of classified information as a critical element or item to be evaluated. This requirement is established in Executive Order 13292, "Classified National Security Information," March 25, 2003.

i. Safety. Responsible DoD officials at each management level, including first level supervisors, must to the extent of their authority, comply with the DoD Occupational Safety and Health program guidance and regulations. Performance evaluations of these employees must reflect personal accountability in this respect, consistent with the duties of the position, with appropriate recognition of superior performance and, conversely, with corrective administrative action, as appropriate, for deficient performance. This requirement is established in DoD Instruction 6055.1, "DoD Occupational Safety and Health Program," August 19, 1998.

APPENDIX F

Recommended Framework for Recognition and Rewards

The following is a recommended framework for meeting the requirements of section 12 on performance recognition that emphasizes rigor in the areas of performance-based recognition, tying performance plans to organizational mission and goals, and communication between employees and supervisors. Although this framework is strongly encouraged, Echelon I and II organizations may elect to develop their own framework(s) and/or modify any part of the framework below as fits the organization's mission provided that the adopted framework meets the provisions of section 12 above. Organizations are encouraged to develop business rules to operationalize their recognition and rewards programs.

1. To provide a means to differentiate levels of contribution to mission and recognize and reward employees appropriately based on their individual accomplishments and contributions, for those employees who received an "Acceptable" rating of record as part of an annual performance appraisal, each critical element will be assessed against the performance awards standards in paragraph 4 of this appendix.
 - a. This assessment will result in the assignment by the rating official of a reward recommendation score of 1, 2 or 3 to each critical element.
 - b. The senior rating official will review and modify as necessary the scores recommended by the rating official.
 - c. The score and any associated award amount will then be reviewed and modified or approved by the Performance Awards Review Board in accordance with section 12. c of this policy.
2. Eligibility for the various forms of recognition and rewards is based on the rounded average of the reward recommendation scores assigned as described in paragraph 1 of this appendix. The two primary means of recognizing and rewarding performance and contributions to mission are as follows:
 - a. Awards. In accordance with section 12. a., awards may be used as tools to acknowledge and motivate employees by recognizing and rewarding significant individual, team or organizational achievements or contributions. Performance-based awards may be granted according to the chart below (percentages may be modified at the Echelon I and II levels according to funding amounts). Awards are neither mandatory nor guaranteed.

Average of Critical Element Scores	Award Eligibility (% of basic pay)
1.0 – 1.49	No award – 1.0%
1.50 – 2.49	1.0 – 2.0%
2.50 – 3.0	2.0 – 4.0%

b. Quality Step Increases (QSIs). In accordance with section 12. b., the purpose of a QSI is to provide appropriate incentive and recognition for excellence in performance by granting a faster than normal step increase. To be eligible for a QSI, an employee must:

- Currently be paid below step 10 of his or her grade;
- Have received an average reward recommendation score of no less than 2.5;
- Have demonstrated sustained performance of high quality; and
- Have not received a QSI (or QSI-equivalent under a personnel system other than the General Schedule) within the preceding 52 consecutive calendar weeks.

3. For the transition year only, the chart in paragraph 2. a. of this appendix may be modified to ensure that transitioning employees are appropriately rewarded for their performance during the entire FY2010 appraisal period (percentages may be modified at the Echelon I and II levels according to funding amounts).

a. For employees who are not entitled to a rating of record under NSPS (i.e., employees who transitioned from NSPS to GS prior to 3 July 2010), the chart may be modified as follows:

Average of Critical Element Scores	Award Eligibility (% of basic pay)
1.0 – 1.49	No award – .75%
1.50 – 2.49	.75 – 1.25%
2.50 – 3.0	1.25 – 2.0%

b. For employees who are entitled to a rating of record under NSPS but who are not entitled to an NSPS performance payout (i.e., employees who transition from NSPS to GS from 3 July 2010 to 2 January 2011), the chart may be modified as follows:

NSPS Rating	Award Eligibility (% of basic pay)
1	No award
2	No award
3	No award – .75%
4	.75 – 1.25%
5	1.25 – 2.0%

4. The following are the performance awards standards by which performance on individual critical elements is assessed in order to assign a score as described in paragraph 1 of this appendix.

Career Stage	Rewards Score	Performance Awards Standard
Entry	1	<p>With considerable guidance and assistance:</p> <ul style="list-style-type: none"> Accomplished the stated critical element, achieving desired results that were minimally sound, accurate, thorough or documented; met applicable authorities, standards, policies, procedures and guidelines. Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner. Demonstrated ability to work well with others.
Entry	2	<p>With minimal guidance and assistance:</p> <ul style="list-style-type: none"> Effectively achieved the stated critical element. Achieved results that were technically sound, accurate, thorough and documented and met applicable authorities, standards, policies, procedures and guidelines. Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner, making adjustments to respond to changing situations as necessary. Demonstrated high standards of teamwork.
Entry	3	<p>Without guidance or assistance:</p> <ul style="list-style-type: none"> (Measured in addition to Entry 1 and 2 above) Contributed results beyond what was expected; results were far superior in quality, quantity and/or impact to the stated critical element. Represented the organization or work unit effectively through model team cooperation.

Career Stage	Rewards Score	Performance Awards Standard
Journey	1	<ul style="list-style-type: none"> • Completed the stated critical element by achieving results that met applicable standards, policies, procedures, and guidelines. • In achieving job objectives and work assignments, adhered to work/project schedules; organized or prioritized own tasks to complete assignments; adjusted own work priorities to achieve desired results. • Demonstrated ability to work well with others.
Journey	2	<ul style="list-style-type: none"> • Effectively accomplished the stated critical element by achieving results that were technically sound, accurate, thorough and documented and met applicable authorities, standards, policies, procedures and guidelines. • Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner, making adjustments to respond to changing situations as necessary. • Demonstrated high standards of teamwork and cooperation.
Journey	3	<ul style="list-style-type: none"> • (Measured in addition to Journey 1 and 2 above) • Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level. • Contributed to organizational performance well beyond what is expected. • Persisted in overcoming obstacles and put forth extra effort to accomplish difficult assignments. • Represented the organization or work unit effectively through model team cooperation.

Career Stage	Rewards Score	Performance Awards Standard
Expert	1	<ul style="list-style-type: none"> • Delivered on each critical element with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures and guidelines anticipating and overcoming significant obstacles. • Established priorities and coordinated work across projects, programs or people, balancing work demands and anticipating and overcoming obstacles to achieve a timely and positive outcome. • Demonstrated high standards of professional conduct and represented the organization or work unit.

Career Stage	Rewards Score	Performance Awards Standard
Expert	2	<ul style="list-style-type: none"> • (Measured in addition to Expert 1 above) • Effectively demonstrated performance in each critical element that contributed to the mission and goals of the organization as well as applicable authorities, standards, policies, procedures and guidelines. Adapted established methods and procedures when needed. • Demonstrated high standards in representing the organization or work unit through teamwork, cooperation and leadership.
Expert	3	<ul style="list-style-type: none"> • (Measured in addition to Expert 1 and 2 above) • Contributed results far superior in quality, quantity and/or impact to the stated critical element. • Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year. • Created new and innovative methods and processes that contributed significantly to the success of the organization. • Represented the organization or work unit through model teamwork, cooperation and exemplary leadership.

Career Stage	Rewards Score	Performance Awards Standard
Supervisory	1	<ul style="list-style-type: none"> • Achieved expected results by effectively carrying out established supervisory responsibilities. • Demonstrated adequate EEO and Affirmative Action awareness in areas of supervision and leadership. • Instituted measures to foster productivity and safety. • Provided timely performance feedback at a minimum of two times during the performance cycle. Took appropriate corrective action to address instances of inappropriate conduct and/or unacceptable performance.
Supervisory	2	<ul style="list-style-type: none"> • Established priorities and coordinated work across projects, programs or people, effectively balancing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome. • Provided clear guidance to others by translating organizational goals into concrete objectives, plans, priorities, and assignments. • Proactively instituted measures to foster increased productivity and safety. • Developed employee or team performance and/or

Career Stage	Rewards Score	Performance Awards Standard
Supervisory	3	<p data-bbox="630 283 1175 317">potential through mentoring and coaching.</p> <ul data-bbox="599 325 1385 1245" style="list-style-type: none"> <li data-bbox="599 325 1305 359">• (Measured in addition to Supervisory 1 and 2 above) <li data-bbox="599 367 1385 468">• Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective. <li data-bbox="599 476 1385 577">• Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact. <li data-bbox="599 585 1385 762">• Identified and utilized innovative and/or creative methods that accomplished work and provided long-range support for Human Capital Strategic Goals. Actively sought out information for and engaged in Strategic Workforce Planning for the work unit. <li data-bbox="599 770 1385 1022">• Maintained positive working relationships with employees and labor organizations. Encouraged and fostered organizational use of problem solving and Alternative Dispute Resolution techniques and programs to maintain or improve production and harmony in the workplace. Instituted proactive and innovative measures to foster increased productivity and safety. <li data-bbox="599 1031 1385 1245">• Managed and recognized employee performance in keeping with DON policy; provided timely feedback, and held a minimum of two formal performance meetings during the rating cycle; developed employee or team performance and/or potential through mentoring and coaching. Took timely and appropriate corrective action.

APPENDIX G

Glossary

a. Acceptable Performance. Performance that meets an employee's performance standard at a level of performance above “Unacceptable” in the critical element(s) at issue.

b. Activity. A field installation, Headquarters Command or Headquarters Office serviced by the Department of the Navy (DON).

c. Appraisal. The process under which performance is reviewed and evaluated against the described performance standard(s).

d. Appraisal Period. The established period of time for which performance will be reviewed and a rating of record prepared.

e. Appraisal Program. The specific procedures and requirements established within the policies and parameters of the Department of Defense (DoD) Performance Appraisal System.

f. Appraisal System. A framework of policies and procedures established by an agency (e.g., DoD) for the administration of performance appraisal programs.

g. Award. Recognition for individual or team achievement that contributes to meeting organizational goals or improving the efficiency, effectiveness and economy of the government or which is otherwise in the public interest.

h. Basic Salary (also Basic Pay). The rate of pay for the position held by a GS employee before any deductions, including a GS rate, a special rate, a locality rate, and a retained rate.

i. Close-out Rating. An appraisal conducted when an employee or first-level supervisor leaves a position or ceases to have rating responsibilities after the employee has been under established performance standards for at least 90 days or more but before the end of the appraisal period. Close-out ratings will be documented and used in deriving the rating of record and, in some cases, may become the rating of record.

j. Critical Element. A work assignment, goal, objective or responsibility of such importance that unacceptable performance on the element would result in a determination that an employee’s overall performance is unacceptable. Only critical elements may be used in a two-level performance management system.

k. Day. Unless otherwise specified, calendar day.

l. Individual Element Level. The assessment of accomplishment and contribution to mission for each element in a performance plan as measured against performance standards.

m. Performance. Accomplishment of work assignments or responsibilities.

n. Performance Plan. All of the elements that describe the expected performance of an individual employee. A plan must include all critical elements and their related performance standards.

o. Performance Awards Review Board. One or more groups in an organization whose responsibility it is to review and approve all performance awards at a strategic level for fairness, appropriateness and adherence to merit system principles.

p. Performance Standard. The management-approved expression of the performance threshold(s), requirement(s) or expectation(s) that must be met to be appraised at a particular level of performance. A performance standard may include, but is not limited to, quality, quantity, timeliness and manner of performance.

q. Position Description. Officially documents management's assignment of major duties, responsibilities and organizational relationships to a position. Because it serves as the official record of the classification of the job, it can be used to make other personnel decisions, such as deriving critical elements.

r. Progress Review. One or more required conversations with an employee about performance as it relates to critical elements measured against applicable performance standards.

s. Rating of Record (also Summary Level). The performance rating prepared at the end of an appraisal period for performance over the entire period including the assignment of a summary level. The rating of record is the official rating for pay and retention purposes.

t. Rating Official. A rating official, generally an employee's first-line supervisor, is responsible for establishing performance plans for his/her employees based upon the parameters identified in this policy, carrying out required performance reviews with employees, taking action as necessary to correct less than satisfactory performance, and recommending a rating of record to the Senior rating official.

The rating official must be a management official and is typically the immediate supervisor.

u. Senior Rating Official. Generally an employee's second-line supervisor, the Senior Rating Official is responsible for reviewing and approving performance plans, recommended ratings of record and close-out ratings to ensure consistency and fairness within and across parts of an organization within that individual's span of control.

v. Summary Level (also Rating of Record). The final result of the performance evaluation process. The summary level is used to provide consistency in describing ratings of record. The two summary levels are "Acceptable" and "Unacceptable."

w. Unacceptable Performance. Performance of an employee that fails to meet established performance standards in one or more critical elements.