



UNITED STATES MARINE CORPS
MARINE CORPS AIR STATION
BOX 99170
YUMA, ARIZONA 85369-9100

StaO 12430.3B
3BF
02 SEP 1997

STATION ORDER 12430.3B

From: Commanding Officer
To: Distribution List

Subj: PERFORMANCE MANAGEMENT PROGRAM

Ref: (a) DOD 1400.25-M, Subchapter 430 (NOTAL)
(b) 5 CFR 430 (NOTAL)
(c) 5 CFR 12431.1 (NOTAL)
(d) StaO 12432.1A
(e) 5 CFR 293.404 (NOTAL)

Encl: (1) Definitions
(2) Performance Appraisal and Rating Procedures
(3) Performance Appraisal Form for Nonsupervisory Positions
(4) Performance Appraisal Form for Supervisory, Managerial and Staff Positions
(5) Performance Appraisal Supplemental Form for unacceptable ratings

1. Purpose. To establish procedures for evaluating employee performance using a two-tier system.
2. Cancellation. StaO 12430.3A.
3. Background. The Department of Defense (DOD) Performance Appraisal System, reference (a), was approved by the Office of Personnel Management (OPM) on 31 January 1996. It allows DOD components the flexibility to retain their current OPM approved performance programs or develop alternative performance programs to meet their individual needs consistent within the requirements of references (a) and (b).
4. Definitions. The terms used in this Station Order are defined in enclosure (1).
5. Coverage. Performance Management Program (PMP) in this Station Order cover appropriated fund employees in the General Schedule (GS) and Federal Wage System (FWS) employees.
6. Policy. It is the policy of the Marine Corps Air Station to use the PMP as a management process to integrate performance and pay with basic management functions, to improve individual and organizational effectiveness, and to accomplish agency mission and goals by providing a means to:
 - a. Plan, direct, evaluate and improve employee work.
 - b. Communicate goals and work requirements to employees.

02 SEP 1997

- c. Effect probationary actions.
- d. Grant or deny General Schedule (GS/GM) or Federal Wage System (FWS) within grade increases (WGI's).
- e. Promote, develop, and retain employees.
- f. Effect removal, reassignment, or reduction in grade based upon performance.

7. Responsibilities

- a. As amplified by enclosures (2), First Level supervisors will:
 - (1) Conduct a planning conference with each employee to establish performance expectations. This includes details, temporary promotions, and temporary appointments which are expected to last 120 days or longer.
 - (2) Encourage employee participation and ensure that covered employees are involved in the development of performance expectations.
 - (3) Provide employees with a copy of their written, or otherwise recorded, performance expectations, enclosures (3) and (4), within 30 days of the beginning of each appraisal period.
 - (4) Conduct progress reviews of employees' performance on semi-annual basis. Progress reviews shall be developmental in nature and shall focus on future performance.
 - (5) Complete a rating of record for each covered employee.
 - (6) Provide a copy of the rating of record to each covered employee as soon as possible, but no later than 30 days after the end of the appraisal cycle.
 - (7) Provide assistance and take appropriate action on employees whose performance falls to an "Unacceptable" level any time during the appraisal period.
 - (a) Notify the second level supervisor and the Labor Relations Officer, Human Resources Office (HRO), when an employee's performance falls to an "Unacceptable" level any time during the appraisal period.
 - (b) Following discussions with second level supervisor and the HRO, establish a Performance Improvement Plan (PIP) when an employee's performance falls to an "Unacceptable" level any time during the appraisal period.
 - (8) Review and certify position/job descriptions as current and accurate.

b. Second Level supervisors will:

(1) Review and approve the PIP, as established by the First Level Supervisor.

(2) Review, approve or modify "Unacceptable" PMP semi-annual reviews and ratings of record on Performance Appraisal Supplemental Form, enclosure (5).

c. Department Heads will ensure all employees receive a rating of record and the rating has been properly submitted to the HRO.

d. Covered employees will:

(1) Participate in the development of their performance expectations.

(2) Participate in semi-annual progress reviews.

e. The Labor Relations Officer will:

(1) Advise supervisors and covered employees on PMP requirements and related performance management issues.

(2) File and forward close-out ratings and ratings of record as appropriate.

(3) Review the supervisory certification for accuracy of position descriptions and initiate the appropriate action.

(4) Administer the program and provide appropriate training.

(5) Assist first and second level supervisors in developing PIP's.

8. Action. Addressees will comply with the policies, procedures and requirements contained in this Station Order.

9. Implementation. This Order will be effective 1 November 1997.

10. Summary of Revision. This revision contains a substantial number of changes and should be reviewed in its entirety.


C. J. TURNER

DISTRIBUTION: C

DEFINITIONS

1. Acceptable Level of Competence. Performance by an employee of the duties and responsibilities of his or her assigned position which warrants advancement of the employee's rate of basic pay to the next higher step of the grade of his or her position, subject to the requirements of reference (c).
2. Appraisal Period. The period of time for which an employee's performance will be reviewed and a rating of record will be prepared. The annual appraisal period for the rating of record begins on 1 July and ends 30 June of each year.
3. Close Out Rating. A written rating as defined in reference (c), conducted when an employee or supervisor leaves a position after the employee has been under established performance standards for 90 days. Close-out ratings are interim appraisals but can, in some cases, serve as the annual rating of record.
4. Critical Element. A component of a position consisting of one or more duties and responsibilities which contributes toward accomplishing organizational goals and objectives, which are of such importance that failure to perform these duties would effect the organization's mission and would result in unacceptable performance in the position.
5. Critical Element Rating. The rating assigned to critical job elements which indicates the degree to which performance expectations were met.
6. Employee. For purposes of this order, the term employee refers to an individual employed in this agency including all permanent and temporary appointments of 120 days or longer.
7. Interim Appraisals. Any progress review, training appraisal or close-out rating conducted during the annual performance appraisal period.
8. Performance. An employee's accomplishment of assigned work as specified in the critical elements of the employee's position.
9. Performance Expectations. The performance threshold or requirement that must be met to be appraised at a particular level of performance. A performance expectation may include, but is not limited to, quality, quantity, timeliness, and manner of performance.
10. Performance Improvement Plan. The process by which the supervisor assists the employee in bringing his or her performance to the "Meets Expectations" level. This will be accomplished through counseling, closer supervision, on-the-job training, and/or formalized training, as appropriate and identification of specific written expectations. The PIP will cover a period of no less than 30 days but no more than 90 days.

ENCLOSURE (1)

02 SEP 1997

11. Rating Official. The individual who is responsible for informing the employee of the critical elements of his or her position, establishes performance expectations for those elements through a planning conference with the employee, appraises performance, and assigns the performance rating. Normally, this is the employee's first level supervisor.
12. Rating of Record. The most recent overall official performance rating completed annually or at the end of the appraisal period.
13. Reviewing Official. The supervisor who assigns, controls and is responsible for the work of the first level supervisor and reviews and approves the Rating of Record given to subordinates of first level supervisors. Normally this is the second level supervisor.
14. Semi-Annual Review. A review of the employee's progress towards achieving the performance expectations and is not in itself a rating.
15. Sub-Elements. Any distinguishable unit (element) of purposeful or goal-oriented work. The unit of work (element) may be at any level of specificity and may therefore correspond to what are commonly called tasks, duties, functions, responsibilities, performance dimensions, key result areas or other terms for job aspects.
16. Summary Rating. The written record as defined in reference (b), of the appraisal of each critical and non-critical element and the assignment of a summary rating level.
17. Supervisor. An employee in a position having authority to perform one or more of the following functions with respect to at least one subordinate employee, or to effectively recommend such actions as: hiring, directing, recalling, suspending, disciplining, removing, adjusting grievances, assigning, promoting, rewarding, training, transferring and furloughing. This definition covers First and Second level supervisors.
18. Unacceptable Level of Competence. Performance fails to meet established performance expectations in one or more critical element.
19. Wage Grade Increase (WGI). A periodic increase in an employee's rate of basic pay from one step of the grade of his or her position to the next higher step of that grade. This applies to FWS employee's.
20. Within Grade Increase (WIGI). A periodic increase in an employee's rate of basic pay from one step of the grade of his or her position to the next higher step of that grade. This applies to GS/GM employee's.
21. Workplan. Detailed written objectives of performance expectations. The establishment of a workplan is optional.

ENCLOSURE (1)

PERFORMANCE APPRAISAL AND RATING PROCEDURES

1. Purpose. To establish procedures for evaluating employees performance. Performance appraisal results will be used as a basis for personnel decisions and pay determinations. The Performance Appraisal System shall:
 - a. Provide for the annual appraisal of job performance of employees.
 - b. Encourage employee participation in developing performance expectations.
 - c. Enhance the communication between the first level supervisor and the employee through semi-annual reviews.
 - d. Use the results of performance appraisal as a basis for pay increases (WIGI\WGI's), training, reassigning, promoting, reducing in grade, retaining, and removing employees.
2. Principles of Performance Appraisal. Performance appraisal is an integral part of a sound employee/supervisor relationship which provides the necessary communication regarding performance, objectives and specific work products. Performance appraisal is a joint process involving employee participation in setting work objectives and developing specific plans for improving personal performance and productivity. The performance appraisal process is an important management tool designed to ensure that total mission requirements are met by measuring, tracking, and ultimately improving individual employee productivity.
3. Appraisal Period. The performance appraisal period for employees is annually, unless the period is deferred or advanced for authorized reasons, i.e., return from long-term training, leave without pay, WIGI\WGI determination purposes, etc.; the minimum appraisal period is 90 calendar days. Employee annual rating period will end on 30 June. Employees who have served at least 90 calendar days in their position as of the end of the appraisal period will receive a performance rating. When necessary, the appraisal period will be extended to allow the employee to complete a minimum 90 day appraisal period.
4. Appraisal Procedures. The appraisal process involves three distinct stages: planning conference, semi-annual progress reviews, and rating.
 - a. Planning Conference. At the beginning of the rating period, supervisors will conduct planning conferences with employees. During this conference, the employee will participate in the development of performance expectations. Critical elements and sub-elements will be discussed. The first level supervisor and employee will sign the document and a copy will be provided to the employee.

ENCLOSURE (2)

02 SEP 1997

b. Semi-Annual Review. Employees and supervisors will discuss performance issues throughout the course of the rating cycle. It is mandatory that supervisors conduct progress reviews of their employees' performance on a semi-annual basis. This will consist of a discussion between the supervisor and the employee. At that time, supervisors will provide feedback on the employee's performance in relation to the critical elements and sub-elements. Formal written documentation of semi-annual progress reviews will be required. Employees shall be informed of their levels of performance by comparison with the critical elements and sub-elements established for their positions. The first level supervisor and the employee will initial and date the performance appraisal form to indicate that the review was conducted. **Consultation with and signature of the second level supervisor is required during semi-annual review only when an employee's performance becomes "Unacceptable."**

c. Rating

(1) At the end of the rating period, the first level supervisor will discuss with the employee each critical element and sub-element, this will allow the employee an opportunity to make comments about his or her performance before the rating is finalized by the first level supervisor. If an employee was unable to demonstrate performance in a sub-element due to circumstances beyond his or her control, the first level supervisor will mark "Not Applicable" next to that sub-element and an explanation will be provided.

(2) Summary ratings will then be assigned to each of the critical elements; i.e., "Meets Expectations" or "Does Not Meet Expectations." The first level supervisor then assigns the Rating of Record. See paragraph 4e, below, for guidance on determining ratings of record.

(3) Performance appraisal results should be used for assessing and planning for training and developing needs at the end of the rating period or at the time of the next planning conference.

(4) Once the rating has been finalized and the employee has had an opportunity to add comments to the rating, the first level supervisor should record on the original the date the copy is provided to the employee and make the following distribution:

- (a) Original to the HRO.
- (b) Copy to the employee.
- (c) Copy to the first level supervisor.

(5) Department heads are authorized to require all ratings submitted to HRO be routed via their chain of command prior to submission.

(6) Ratings should be completed to ensure delivery to the employee and HRO not later than 30 days after the end of the appraisal period.

ENCLOSURE (2)

(7) At any time during the appraisal period that an employee's performance becomes "Unacceptable," the employee must be removed, reassigned or reduced in grade, but only after the employee has an opportunity to demonstrate acceptable performance. Guidelines for establishing a PIP are provided in reference (e).

d. Critical Element Ratings. When completing a performance appraisal, the first level supervisor must assign one of the following rating levels to each critical element:

(1) MEETS EXPECTATIONS. The majority of all sub-elements have been met.

(2) DOES NOT MEET EXPECTATIONS. The majority of all sub-elements have not been met.

e. Unacceptable Performance. Overall performance fails to meet established performance in one or more of the critical elements.

(1) When an employee's performance falls to an "Unacceptable" level anytime during the appraisal period the employee will be placed on a PIP.

(2) If the PIP is completed successfully, the appropriate rating will be given.

(3) If the PIP is failed, the employee will be removed, reduced in grade, or reassigned. Until the adverse action is determined, no rating of record is assigned. Guidelines regarding adverse actions are provided in reference (d).

f. Rating of Record. After determining summary ratings, the first level supervisor will determine the overall Rating of Record as follows:

(1) Acceptable. The employee consistently performs in a manner which meets established performance expectations. All critical elements are rated "meets expectations." No critical element may be rated "Does not meet expectations."

(2) Unacceptable. When one or more critical elements does not meet expectations and the employee has not completed the PIP successfully.

5. Rating Form Procedures

a. Performance Appraisal for Non-supervisory Positions or Performance Appraisal for Supervisory, Managerial and Staff Positions are to be used for appraising all employees.

b. The Performance Appraisal Supplemental Form for unacceptable ratings shall be completed after final determination that the employees performance is unacceptable.

ENCLOSURE (2)

0 2 SEP 1997

c. The completed performance appraisal forms and any supporting documents shall be maintained in the employee's Performance File in the HRO.

d. Performance appraisal forms indicating ratings of record are retained as described in reference (e).

6. Records

a. Retention. Employees' performance rating of record will be maintained in HRO. The HRO shall ensure that records are made accessible for pay, RIF, and other personnel actions, and that employees' performance rating data are input to the automated civilian personnel records system.

b. Probationary Period. Performance shall be a factor in the decision to retain or remove an employee during the probationary period. General criteria for retention are described below. A formal written rating will not be completed when removing an employee during the probationary period.

(1) Initial Probationary Period. Evaluation of the employee's performance, as well as other considerations, will serve as a basis for the decision to retain or remove the employee from Federal Service.

(2) Supervisory and Managerial Probationary Period. Evaluation of the employee's performance of supervisory or managerial elements of the position will serve as a basis for the decision to retain or remove the employee from the supervisory or managerial position.

c. Removal, Reduction in Grade and Reassignment

(1) An employee whose performance is "Unacceptable" must be removed, reassigned or reduced in grade, but only after the employee has had an opportunity to demonstrate acceptable performance as required by reference (c). The written notice of opportunity period must inform the employee in writing of the "Meets Expectation" performance expectation that must be reached to be retained.

(2) If, at the conclusion of the "opportunity" period the employee's performance continues to be "Unacceptable," the activity must initiate reassignment, reduction in grade, or removal, subject to provisions of reference (c).

d. Reduction-in-Force (RIF)

(1) The rating of record for RIF purposes will be the annual rating conducted at the time specified by the activity and special ratings conducted to support WIGI/WGI determinations. Close-out ratings can, in some cases, count as the official rating of record for RIF purposes.

(2) No rating will be assigned for the purpose of affecting an employee's RIF retention standing.

ENCLOSURE (2)

(3) Three out of the four most recent ratings of record are considered for RIF purposes. To determine retention standing, an employee receives 12 additional years of service for each "Acceptable" rating.

e. Training and Development. Identification of training requirements to improve performance is a significant element in the appraisal process. The performance appraisal process shall clearly identify areas where training and development may be appropriate. Whenever it is determined that an employee's performance "Does Not Meet Expectations," supervisors are responsible for assisting the employee in bringing his or her performance to the "Meets Expectations" level. This will be accomplished through counseling, closer supervision, on-the-job training or formalized training, as appropriate.

9. Grievances and Appeals. Covered employees who are not members of a bargaining unit may grieve their performance ratings through the administrative grievance procedure. Covered employees who are bargaining unit members may grieve through the negotiated grievance procedure. Appealable issues may be appealed to the Merit System Protection Board (MSPB). The Special Counsel of the MSPB shall review any allegation of a prohibited personnel practice. Guidance on grievable/appealable matters is as follows:

a. Contents of the individual performance plan are neither grievable nor appealable.

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

c. Ratings on critical elements and ratings of record are grievable.

d. Performance-based reduction in grades and removals may be grieved through the negotiated grievance procedure, when applicable or appealed to MSPB, but not both.

ENCLOSURE (2)

PERFORMANCE APPRAISAL FOR NON-SUPERVISORY POSITIONS

1. NAME (Last, First, MI)	2. POSITION TITLE, SERIES & GRADE				
2. SOCIAL SECURITY NUMBER	3. DEPARTMENT				
4. RATING PERIOD: FROM _____ TO _____	5. EXPECTATIONS COMMUNICATED				
6. PERFORMANCE RATING OF RECORD LEVEL <input type="checkbox"/> ACCEPTABLE <input type="checkbox"/> UNACCEPTABLE (Must have PIP & Supplemental Form attached)	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%; border: none;">RATER'S SIGNATURE _____</td> <td style="width: 30%; border: none;">DATE _____</td> </tr> <tr> <td style="border: none;">EMPLOYEE'S SIGNATURE _____</td> <td style="border: none;">DATE _____</td> </tr> </table>	RATER'S SIGNATURE _____	DATE _____	EMPLOYEE'S SIGNATURE _____	DATE _____
RATER'S SIGNATURE _____	DATE _____				
EMPLOYEE'S SIGNATURE _____	DATE _____				

7. RATING OF RECORD OF CRITICAL ELEMENTS:

EXPECTATIONS

I. CUSTOMER SATISFACTION

MEETS DOES NOT MEET

II. INTERPERSONAL SKILLS AND TEAMWORK

MEETS DOES NOT MEET

III. JOB KNOWLEDGE, SKILLS AND ABILITIES

MEETS DOES NOT MEET

8. EMPLOYEE COMMENTS (Optional)	
9. RATER COMMENTS (End of Year)	
10. RATER'S NAME, TITLE, SIGNATURE, AND DATE	
11. EMPLOYEE'S POSITION DESCRIPTION IS CURRENT AND ACCURATE <input type="checkbox"/> YES <input type="checkbox"/> NO	
12. EMPLOYEE'S SIGNATURE AND DATE	13. DATE COPY PROVIDED TO EMPLOYEE

CRITICAL ELEMENT 1. CUSTOMER SATISFACTION

(When a sub-element is not applicable indicate by N/A)

Expectations

Meets Does not meet

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Delivers right product and/or service, which meets or exceeds quality expectations. |
| <input type="checkbox"/> | <input type="checkbox"/> | Stays focused on customer needs through effective communications. |
| <input type="checkbox"/> | <input type="checkbox"/> | Responds to customer requests and requirements on or ahead of schedule. |
| <input type="checkbox"/> | <input type="checkbox"/> | Remains flexible to changing customer requirements. |
| <input type="checkbox"/> | <input type="checkbox"/> | Anticipates and understands customer needs. |

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

CRITICAL ELEMENT 2. INTERPERSONAL SKILLS AND TEAMWORK

(When a sub-element is not applicable indicate by N/A)

Expectations

Meets Does not meet

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Establishes effective working relationships with others inside and outside the work group. |
| <input type="checkbox"/> | <input type="checkbox"/> | Shares and accepts information willingly. |
| <input type="checkbox"/> | <input type="checkbox"/> | Exhibits dependability through meeting work commitments. |
| <input type="checkbox"/> | <input type="checkbox"/> | Works to understand others' points of view, even when different from his or her own. |
| <input type="checkbox"/> | <input type="checkbox"/> | Sees and acts on opportunities; initiates appropriate action. |
| <input type="checkbox"/> | <input type="checkbox"/> | Accepts responsibility for making timely decisions. |
| <input type="checkbox"/> | <input type="checkbox"/> | Adapts positively to changes in workload and priorities. |

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

CRITICAL ELEMENT 3. JOB KNOWLEDGE, SKILLS, AND ABILITIES

(When a sub-element is not applicable indicate by N/A)

Expectations

Meets Does not meet

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Uses job knowledge, skills and abilities to accomplish the duties of the position. |
| <input type="checkbox"/> | <input type="checkbox"/> | Demonstrates quality and accountability in all work activities. |
| <input type="checkbox"/> | <input type="checkbox"/> | Stays current within occupational skills and abilities by reading various trade publications, journals, regulations, attending training, networking, etc. |
| <input type="checkbox"/> | <input type="checkbox"/> | Uses sound judgement in interpreting, adapting, and applying guidelines, regulations and policies applicable to the position. |
| <input type="checkbox"/> | <input type="checkbox"/> | Practices safe work habits. |
| <input type="checkbox"/> | <input type="checkbox"/> | Adheres to security rules, regulations and procedures. |

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

PERFORMANCE APPRAISAL FOR SUPERVISORY, MANAGERIAL AND STAFF POSITIONS

1. NAME (Last, First, MI)	2. POSITION TITLE, SERIES & GRADE				
2. SOCIAL SECURITY NUMBER	3. DEPARTMENT				
4. RATING PERIOD: FROM _____ TO _____	5. EXPECTATIONS COMMUNICATED				
6. PERFORMANCE RATING OF RECORD LEVEL <input type="checkbox"/> ACCEPTABLE <input type="checkbox"/> UNACCEPTABLE (Must have PIP & Supplemental Form attached)	<table style="width: 100%; border: none;"> <tr> <td style="border: none;">RATER'S SIGNATURE _____</td> <td style="border: none;">DATE _____</td> </tr> <tr> <td style="border: none;">EMPLOYEE'S SIGNATURE _____</td> <td style="border: none;">DATE _____</td> </tr> </table>	RATER'S SIGNATURE _____	DATE _____	EMPLOYEE'S SIGNATURE _____	DATE _____
RATER'S SIGNATURE _____	DATE _____				
EMPLOYEE'S SIGNATURE _____	DATE _____				

7. RATING OF RECORD OF CRITICAL ELEMENTS:

EXPECTATIONS

I. CUSTOMER SATISFACTION

MEETS DOES NOT MEET

II. INTERPERSONAL SKILLS AND TEAMWORK

MEETS DOES NOT MEET

III. JOB KNOWLEDGE, SKILLS AND ABILITIES

MEETS DOES NOT MEET

IV. LEADERSHIP

MEETS DOES NOT MEET

8. EMPLOYEE COMMENTS (Optional)
9. RATER COMMENTS (End of Year)
10. RATER'S NAME, TITLE, SIGNATURE, AND DATE
11. EMPLOYEE'S POSITION DESCRIPTION IS CURRENT AND ACCURATE <input type="checkbox"/> YES <input type="checkbox"/> NO
12. EMPLOYEE'S SIGNATURE AND DATE
13. DATE COPY PROVIDED TO EMPLOYEE

CRITICAL ELEMENT 1. CUSTOMER SATISFACTION

(When a sub-element is not applicable indicate by N/A)

Expectations

Meets Does not meet

- | | | |
|--------------------------|--------------------------|---|
| <input type="checkbox"/> | <input type="checkbox"/> | Delivers right product and/or service, which meets or exceeds quality expectations. |
| <input type="checkbox"/> | <input type="checkbox"/> | Stays focused on customer needs through effective communications. |
| <input type="checkbox"/> | <input type="checkbox"/> | Responds to customer requests and requirements on or ahead of schedule. |
| <input type="checkbox"/> | <input type="checkbox"/> | Remains flexible to changing customer requirements. |
| <input type="checkbox"/> | <input type="checkbox"/> | Anticipates & understands customer needs. |

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

CRITICAL ELEMENT 2. INTERPERSONAL SKILLS AND TEAMWORK

(When a sub-element is not applicable indicate by N/A)

Expectations

Meets Does not meet

- | | | |
|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | Establishes effective working relationships with others inside and outside the work group. |
| <input type="checkbox"/> | <input type="checkbox"/> | Shares and accepts information willingly. |
| <input type="checkbox"/> | <input type="checkbox"/> | Exhibits dependability through meeting work commitments. |
| <input type="checkbox"/> | <input type="checkbox"/> | Works to understand others' points of view, even when different from his or her own. |
| <input type="checkbox"/> | <input type="checkbox"/> | Sees and acts on opportunities; initiates appropriate action. |
| <input type="checkbox"/> | <input type="checkbox"/> | Accepts responsibility for making timely decisions. |
| <input type="checkbox"/> | <input type="checkbox"/> | Adapts positively to changes in workload and priorities. |

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

CRITICAL ELEMENT 3. JOB KNOWLEDGE, SKILLS AND ABILITIES

(When a sub-element is not applicable indicate by N/A)

Expectations		
Meets	Does not meet	
<input type="checkbox"/>	<input type="checkbox"/>	Uses job knowledge, skills and abilities to accomplish the duties of the position.
<input type="checkbox"/>	<input type="checkbox"/>	Demonstrates quality and accountability in all work activities.
<input type="checkbox"/>	<input type="checkbox"/>	Stays current within occupational skills & abilities by reading various trade publications, journals, regulations, attending training, networking, etc.
<input type="checkbox"/>	<input type="checkbox"/>	Uses sound judgement in interpreting, adapting, and applying guidelines, regulations and policies applicable to the position.
<input type="checkbox"/>	<input type="checkbox"/>	Practices safe work habits.
<input type="checkbox"/>	<input type="checkbox"/>	Adheres to security rules, regulations and procedures.

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

CRITICAL ELEMENT 4. LEADERSHIP

(When a sub-element is not applicable indicate by N/A)

Expectations		
Meets	Does not meet	
<input type="checkbox"/>	<input type="checkbox"/>	Leads by example, promotes diversity, mutual respect and open communications.
<input type="checkbox"/>	<input type="checkbox"/>	Negotiates conflict effectively.
<input type="checkbox"/>	<input type="checkbox"/>	Makes recommendations to continuously improve processes, services, production and the work environment.
<input type="checkbox"/>	<input type="checkbox"/>	Treats change as an opportunity for growth and mistakes as learning opportunities.
<input type="checkbox"/>	<input type="checkbox"/>	Actively supports Agency EEO goals including actively preventing and eliminating discriminatory behavior, sexual harassment and associated discrimination.
<input type="checkbox"/>	<input type="checkbox"/>	Allocates and/or adjusts resources in response to workload and priority changes.
<input type="checkbox"/>	<input type="checkbox"/>	Promotes effective labor management relations and/or employee management relations.
<input type="checkbox"/>	<input type="checkbox"/>	Maintains effective internal management controls.
<input type="checkbox"/>	<input type="checkbox"/>	Promotes occupational safety and health in the work environment.
<input type="checkbox"/>	<input type="checkbox"/>	Promotes effective security practices and keeps employees up to date on requirements.
<input type="checkbox"/>	<input type="checkbox"/>	Helps others develop and improve their performance through effective coaching.
<input type="checkbox"/>	<input type="checkbox"/>	Contributes to a positive work environment, which encourages development, learning and ideas.
<input type="checkbox"/>	<input type="checkbox"/>	Completes all required reports in a timely manner.
<input type="checkbox"/>	<input type="checkbox"/>	Promotes agency guidelines and regulations.

SEMI-ANNUAL REVIEW: DATE EMPLOYEE INITIALS SUPERVISOR INITIALS

Semi-Annual Feedback (Optional)

**PERFORMANCE APPRAISAL SUPPLEMENTAL
FOR NON-SUPERVISORY, SUPERVISORY, MANAGERIAL AND STAFF POSITIONS**

TO BE COMPLETED ONLY FOR UNACCEPTABLE RATING

NOTE: THIS SUPPLEMENTAL FORM AND PIP LETTER SHOULD BE FORWARDED WITH THE PERFORMANCE APPRAISAL TO THE HUMAN RESOURCES OFFICE.

1. REVIEWER ACTION

CONCUR

NON-CONCUR

2. REVIEWER COMMENTS

4. REVIEWER'S NAME, TITLE, SIGNATURE, AND DATE

