

Highlights of Major Performance Management Changes

Standardized Performance Plans

<p><i>NOW:</i></p> <ul style="list-style-type: none"> ➤ Requires plans to define standards and measures for the Exceeds Fully Successful level (EFS). ➤ Includes new criteria for both “FS” and “EFS” standards. 	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none"> ➤ At a minimum, performance standards had to be developed for the Fully Successful (FS) level. ➤ At the “FS” level the employee had to produce the expected quantity of work and meet expectations for completed work.
<ul style="list-style-type: none"> ➤ Removes the requirement that non-supervisory employees have standards for Equal Employment Opportunity (EEO) and diversity in their plans; ➤ Removes the requirement for a separate Civil Rights/EEO/Diversity element for supervisors; ➤ Requires civil rights-related standards to be included in the Mission Results element for both supervisors and non-supervisors; ➤ Moves the EEO and diversity standards for supervisors to the Supervision/Leadership element. 	<ul style="list-style-type: none"> ➤ For non-supervisory employees it was required to have standards and measures specific to civil rights, EEO and diversity in either a separate critical performance element or incorporated within an existing critical performance element related to communication, customer service, or interpersonal relations. ➤ Supervisory plans were required to have a separate critical element that covers both equal opportunity/civil rights and diversity.
<ul style="list-style-type: none"> ➤ The former Supervision Element has been split. There are now Performance Management and Supervision/Leadership elements (each weighted two-points). 	<ul style="list-style-type: none"> ➤ Supervisors had one four-point Supervision/Leadership element which contained their performance management responsibilities.

Planning

<p><i>NOW:</i></p> <ul style="list-style-type: none"> ➤ Performance plans do not roll over from year to year, but they do remain in effect until the new plan is issued. 	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none"> ➤ A performance plan was considered final when the rating official and reviewing official signed the performance plan and issued it to the employee. However the DR did not address the time period between the end of one performance plan and the beginning of the next.
<ul style="list-style-type: none"> ➤ Plans issued fewer than 75 days before October 1st will be in effect through the next performance year. 	<ul style="list-style-type: none"> ➤ Plans issued after August 16th would extend to the end of the next appraisal period. ➤ The appraisal period could be extended, such as when the employee did not meet the 90-day minimum rating period by the end of the performance year, provided the 90-day requirement would be met by November 14th.
<ul style="list-style-type: none"> ➤ Temporary assignments between 90 and 180 days will only require an abbreviated performance plan (over 180 days will require a full plan). 	<ul style="list-style-type: none"> ➤ Abbreviated performance plans did not exist. A ‘full’ performance plan was mandatory at the beginning of a new performance year, when an employee started a new position, or when an employee was on a temporary detail or temporary promotion for at least 90 days.
<ul style="list-style-type: none"> ➤ Temporary assignments fewer than 90 days require a documented summary of expectations, but not a full plan. 	<ul style="list-style-type: none"> ➤ Temporary assignments fewer than 90 days required a full performance plan.

Monitoring

<p><i>NOW:</i></p> <ul style="list-style-type: none">➤ Rating officials will now be required to hold quarterly reviews with employees, rather than one mid-year review.	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ At least once, at the midpoint of the performance year, or another appraisal period of at least 180 days, the employee's rating official was required to conduct a formal progress review.
<ul style="list-style-type: none">➤ Regarding conducting quarterly reviews, there is no minimum period of time for employees to perform under standards, or for the Rating Official to be in that role.	<ul style="list-style-type: none">➤ If the appraisal period was fewer than 180 days (such as when an employee joined the Agency after March 30th), a formal mid-year progress review was not required.
<ul style="list-style-type: none">➤ A section has been added describing when plans need to be updated, and when they need to be revised, defining the distinction between the two actions.	<ul style="list-style-type: none">➤ A rating official was able to revise an employee's performance plan whenever they determined there was a need, provided that the revision occurred before August 16th. However there was no distinction between 'updates' and 'revisions'.

Developing

<p><i>NOW:</i></p> <ul style="list-style-type: none">➤ A new paragraph clarifies the distinction between developing an employee's performance and providing career-related training.	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ This was addressed under the umbrella of 'developing performance' with no distinction between an employee's performance and providing career related training.
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Evaluating

<p><i>NOW:</i></p> <ul style="list-style-type: none">➤ An advisory assessment is required when an employee has performed under an established plan for at least 60 but fewer than 90 days.	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ An advisory assessment was required when an employee has performed under an established plan for less than 90 days.
<ul style="list-style-type: none">➤ Employees are required to submit accomplishment reports, and the required content is described in the DR.➤ When an interim rating is required, the employee must submit an accomplishment report.	<ul style="list-style-type: none">➤ Employees had the option to submit accomplishment reports.
<ul style="list-style-type: none">➤ It is prohibited to extend appraisal periods to give employees the opportunity to demonstrate acceptable performance beyond the point where a rating could be produced by October 30.	<ul style="list-style-type: none">➤ It was not prohibited to extend an appraisal period to allow for the opportunity to demonstrate acceptable performance beyond the point where a rating could be produced by October 30.
<ul style="list-style-type: none">➤ A new paragraph addresses what happens when the Rating Official and Reviewing Official disagree on the element ratings.	<ul style="list-style-type: none">➤ The DR did not address these situations.
<ul style="list-style-type: none">➤ The DR no longer references grievances under either a collective bargaining agreement or the administrative grievance procedures.	<ul style="list-style-type: none">➤ Grievances were referenced and separate instructions were cited for bargaining unit and non-bargaining unit employees.

Addressing Poor Performance

<p><i>NOW:</i></p> <ul style="list-style-type: none">➤ Addresses the distinction and overlap between performance and conduct;➤ Specifies that a pending conduct issue does not impact the need to do timely performance reviews and ratings;	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ Conduct was not addressed.
<ul style="list-style-type: none">➤ Prior to formally addressing performance issues a (1) current, accurate position description and (2) current, accurate performance plan, including standards and measures that clearly articulate the expectations at the Fully Successful level, must be in place.	<ul style="list-style-type: none">➤ The only prerequisite to formally addressing performance issues was having an employee performing at a level that was below 'Fully Successful'.
<ul style="list-style-type: none">➤ Demonstration Opportunities (DOs), formally known as Performance Improvement Plans (PIPs), now focus on "demonstrating acceptable performance," consistent with 5 U.S.C. and 5 CFR 430;	<ul style="list-style-type: none">➤ The emphasis was on "improving performance" hence the name Performance Improvement Plan, more commonly known as 'PIP'.
<ul style="list-style-type: none">➤ Eliminates the minimum DO period and requires Chief Human Capital Officer approval of DOs of more than 30 days;	<ul style="list-style-type: none">➤ The time period for a DO (formerly known as a PIP) was a minimum of 60 days.
<ul style="list-style-type: none">➤ Requires supervisors to initiate a performance-based action within 7 days from the end of a failed DO;	<ul style="list-style-type: none">➤ The rating official had the option to initiate a reassignment, reduction in grade, or removal action if the employee did not demonstrate a satisfactory level of performance for a critical element during or following the opportunity period.

Training

<p><i>NOW:</i></p> <ul style="list-style-type: none">➤ Non-supervisory employees are only required to take performance management training on an ad hoc basis after their initial appointment.	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ Non-supervisory employees were required to take performance management training every 2 years after their initial appointment.
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Links to Other Personnel Systems

<p><i>NOW:</i></p> <p>Probationary Employees:</p> <ul style="list-style-type: none">➤ Supervisors are required to terminate probationary employees who do not demonstrate performance at the FS level during the probationary period.	<p><i>PREVIOUSLY:</i></p> <ul style="list-style-type: none">➤ There was no requirement to terminate probationary employees who did not demonstrate performance at the FS level.
<p>Within-Grade Increases (WGIs):</p> <ul style="list-style-type: none">➤ WGIs may not be processed automatically.➤ If a WGI is inadvertently processed without the supervisor's certification of performance, it will be rescinded if the employee is not performing at the FS level.	<ul style="list-style-type: none">➤ The decision to grant a WGI was based on the employee's most recent rating of record as long as it was issued within the last year, which needed to be at a level of FS or above.