



OFFICE *of* HUMAN RESOURCES

ER 201

HHS Performance Management Appraisal Program (PMAP)

Agenda

- Performance Management Programs
- Purpose & Timeline
- Developing Performance Plans
- Assessing Employee Performance
- OHR/NIH Resources

HHS Performance Programs

- There are two performance management programs
 - **The Senior Executive and Organizational Performance Management System**
 - Covers: Senior Executive Service (SES) and Senior-level Title-42 209 (f) employees
 - **The Performance Management Appraisal Program (PMAP)**
 - Covers: General Schedule (GS), Most T-42 209(f) and T-42 209(g), Senior Biomedical Research Service (SBRS), and Wage Grade (WVG, WL, WS)



Purpose of Performance Management

- Link performance requirements between individual employee objectives and organizational strategic planning initiatives
- Identify individual accountability for accomplishing assigned goals
- Address employee developmental needs
- Monitor progress and provide formal feedback
- Use appropriate measures as the basis for recognizing and rewarding employees
- Use results as basis for appropriate personnel actions, e.g., promotion, reassignment, demotions, retention, removals, etc.



Performance Management



- Promotes increased transparency and accountability
- Assists agencies in meeting rising expectations for demonstrable results

Performance Management



PMAP Timeline

January 1

Beginning of the appraisal period

January 30

Deadline for plan establishment
(30 days after the start of the rating cycle)

February 15

Deadline for previous year's plans to be closed out (45 days after end of rating cycle)

July 31

Deadline to complete progress reviews

October 1

Last day for performance plan to be in place (minimum 90 days)

Developing Critical Elements

SMART Critical Elements

Specific

Measurable

Attainable

Relevant

Trackable



Developing Critical Elements

- What needs to be accomplished and what do you want the employee to be accountable for during the rating period?
- What are the major deliverables (work products and/or services)?
- There should be 4 to 6 critical elements including the Administrative Requirements element. Each element should be truly critical to the position.

Assessment Methods

Qualitative

- Self-Assessment
- Supervisory Observation
- Customer Feedback/Surveys
- More subjective

Quantitative

- Record Review
- Productivity data
- Automated Systems
- More objective

Measuring Performance



Tips

- Avoid overrating a poor performer as a motivational tool - a rating of record communicates what a supervisor is willing to accept from the employee in the future
- Do not focus on one specific incident and do not confuse current performance with past performance - review the entire period which the appraisal covers
- Do not go solely by memory - base the review on accurate and factual data



Preparation

- Anticipation/Preparation:
 - What do I know about the person?
 - What is the best way to present information?
 - How are they likely to respond?
 - What are my options for managing the response?
 - Predict - Plan - Brace



Strategies for Giving Feedback

- Emphasize the behaviors you want to see
- Your goal is to send your message as respectfully and as constructively as possible

Example: “I” Messages

☹️ “You are consistently late to meetings.”

😊 “I think it is very important for meetings to start on time with all participants ready.”



Closing the Discussion

- Discuss possible ways to address the issues
- Jointly, develop a plan of action
- Obtain understanding
- Summarize the discussion
- Action items - determine who is responsible for what



Mid-Year Progress Review

- Ratings are not assigned for progress reviews.
- Supervisors provide an interim assessment of performance and discuss and document evolving priorities or other organizational changes impacting employee work assignments.
- A written narrative is not required, unless performance is below Fully Successful.

Exceptional vs. Fully Successful

Exceptional

- Employee surpasses expectations consistently and performs above fully successful.

Fully Successful

- Employee completes work and meets all requirements.

Determining the Annual Rating

- 4 rating levels possible on each critical element (Exceptional, Fully Successful, Minimally Successful, and Unacceptable)
- The overall performance rating is arrived at by averaging the scores.



Performance Based Awards

Exceptional

- Mandatory
- 2.5% - 5.0% of salary, including locality payment or special rate supplement as of 12/30 or a Quality Step Increase

Fully Successful

- Optional
- Up to 2.0% of salary, including locality payment or special rate supplement as of 12/30

Actions Based on Less than FS

Minimally Successful

- Employee should receive written notice and a Memorandum of Expectations explaining how they can improve their performance to the FS level
- They are not eligible for a performance award or a within-grade (WGI) increase

Unacceptable

- Employee should receive written notice and be given an opportunity to demonstrate acceptable performance under a Performance Improvement Plan (PIP)
- They are not eligible for a performance award or WGI

Actions Based on Less than FS

- It is imperative that the supervisor contact the Employee Relations (ER) Team as soon as a potential problem is identified.
- The team serves as a center of ER expertise, responsible for case management of adverse actions and unacceptable performance actions.

Disagreements with Rating

- Employees are encouraged to discuss disagreements with the rating official in an attempt to resolve the issue informally.
- The rating official must advise the employee of his/her right to respond in writing to the rating – the response will be attached to the rating form, but it will not change the rating assigned by the rating official.
- An employee may also file a grievance through the HHS grievance procedures, as applicable.
- An employee may pursue EEO complaint procedures, if he/she believes the rating is based on prohibited discrimination.
- Additional resources that are available to assist both supervisors and employees include:
 - Office of the Ombudsman - 301-594-7231
 - Employee Assistance Program - 301-496-3164



Point of Contact

For additional information:

- Contact the you Specialist in Employee and Labor Relations Branch, Workforce Relations Division, OHR/OD/NIH
301-402-9203
- Visit the NIH/OHR Performance Management website:
<http://hr.od.nih.gov/performance/default.htm>

