HAWAII NATIONAL GUARD PERFORMANCE MANAGEMENT HANDOUT



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References:

DoDI 1400.25 Vol 431 (DoD Civilian Personnel Management System: Performance Management and Appraisal), 04 February 2016, incorporating change 2, 1 July 2020.

CNGBI 1400.25 Vol 431 (National Guard Technician and Civilian Personnel Performance Management and Appraisal Program), 20 January 2022.

Applicability:

Title 5 and Title 32 National Guard Employees, Rating Officials (ROs) and Higher Level Reviewers (HLRs)

Purpose:

To provide step by step guidance on how to properly build performance plans, complete progress reviews and annual appraisals for the DoD Performance Management and Appraisal Program.

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PERFORMANCE PLAN- THE BASICS

Staff Responsibilities:

Rating Officials (RO) (Supervisors): The supervisor is responsible for drafting the performance plan every year beginning 1 April. Previous performance plans, the Position Description (PD), and the employee's input are the three main sources used to draft the performance plan.

<u>Higher Level Reviewer (HLR) (At least one Level Higher than the Supervisor)</u>: The Higher-Level reviewer should review and approve the performance plan.

NOTE: Same RO/HLR? For employees whose immediate supervisor is TAG, TAG serves as both RO and HLR. No other exceptions are authorized.

<u>Employee</u>: Work with the supervisor to provide input into the performance plan. Acknowledge the performance plan once it has been approved and returned to the employee for acknowledgement.

Plan Elements:

<u>Critical Elements</u>: Each employee shall have their primary responsibilities or work functions described in their performance plan as a critical element.

- Performance plans shall consist of at least two critical elements, but no more than ten.
- Critical elements may be changed, added or deleted within the current appraisal period, as long as there are at least 90 calendar days prior to the end of the appraisal period.
- Individuals who have an approved telework agreement must have telework standards addressed in their performance plan (see page 6).
- A supervisor's performance plan must have a mandatory supervisory critical element(s) that addresses the following:
 - Equal Employment Opportunity
 - Prohibited Personnel Practices
 - Performance Management Actions, and
 - Whistleblower Protection Statement

- Final Decisions regarding performance plans are within the sole and exclusive discretion of management.

Smart Criteria: Performance elements should consist of SMART criteria as follows:

- **Specific.** Describe expected accomplishments
- **Measurable.** Performance element is clear and is quantified or substantiated using objective criteria.
- **Achievable.** Goals are realistic, challenging and accomplishable.
- **Relevant.** Element aligns with organizational mission and success.
- **Timely.** Goals have realistic timeframes.

Supervisor Critical Element (Rating Official)

The Supervisor Critical Element must include statements that address their role as a supervisor, as well as specific statements regarding EEO and Whistleblower Protection. Below are some examples.

- Supervises personnel assigned to (Office Name). Advises and provides counsel to employees regarding policies, procedures, and directives of management. Selects or recommends selection of candidates for vacancies, promotions, details and reassignments in consideration of skills and qualifications, mission requirements, and EEO and diversity objectives.
- Explains performance expectations to employees and provides regular feedback on strengths and weaknesses. Holds employees responsible for satisfactory completion of work assignments. Initiates action to correct performance or conduct problems; prepares documentation to support action taken. Identifies employee developmental needs and provides or arranges for training, formal and informal.
- Hears and resolves employee complaints and refers serious unresolved complaints to higher level management. Periodically reviews position descriptions to ensure accuracy, and the most effective utilization of personnel resources.
- Supports the Whistleblower Protection Program by responding constructively to employees who make protected disclosures under 5 USC 2302(b)(8); taking responsible and appropriate actions to resolve any such disclosures; and creating an environment in which employees feel comfortable making such disclosures.

If the supervisor also serves as a Higher Level Reviewer (HLR), consider language like the following:

- Ensures equitable application of performance management goals throughout the organization. Explains performance expectations of organization to

supervisors and provides regular feedback on strengths and weaknesses to supervisors annually. Holds supervisors responsible for satisfactory completion of performance management duties, plan, mid-term review, and appraisals. Encourages action to commend and/or correct performance or conduct by the use of awards, PIPs, non-disciplinary actions, and adverse actions.

<u>Telework</u>: Employee's on an approved regular telework agreement must have telework duties addressed within their performance plan. If all duties can be performed on telework, each element should state "All duties remain the same on telework". If only certain duties can be performed while on telework it should be noted accordingly within the plan element.

Timeline:

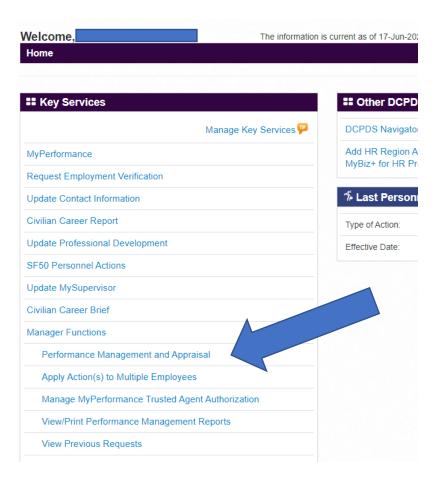
- Normal annual appraisal period is 01-April to 31-March, which is due 31 May with an effective date of 01-June.
- Performance Plans should be communicated and documented within **30** calendar days from the start of the rating cycle (NLT 30 April for a standard annual appraisal), entrance on duty as a new employee, or job change.
- Performance Plans must be approved for 90 days prior to receiving a rated appraisal. Employees who do not have 90 days under an approved plan will be unable to receive an appraisal and will be ineligible for any appraisal-based awards for that year. Leave without pay may not be applied toward the 90-day minimum.

STEP BY STEP: BUILDING THE INITIAL PERFORMANCE PLAN

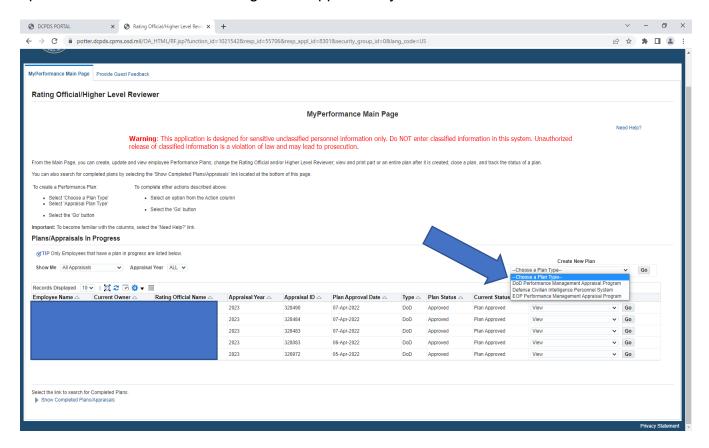
DCPDS Portal – Login https://compo.dcpds.cpms.osd.mil/

STEP 1: Login to your MyBiz+ Homepage. Find "Manager Functions" under KEY SERVICES. Click on "Performance Management and Appraisal"

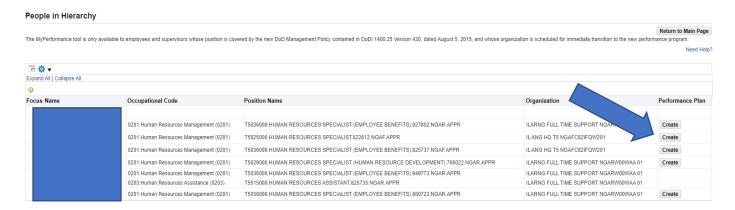
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STEP 2: Find "Create New Plan" drop down menu. Click the arrow and select the option "DOD Performance Management Appraisal System". Hit "GO".



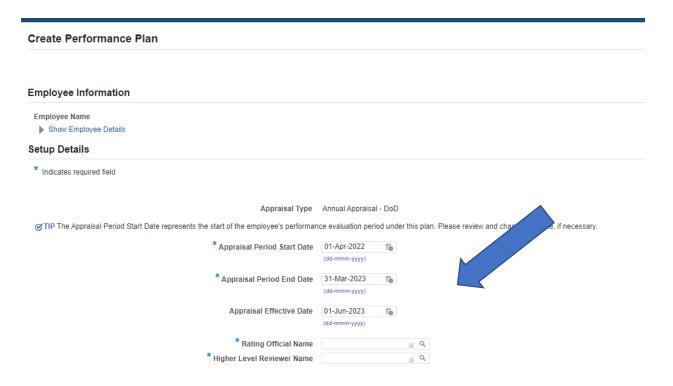
STEP 3: Find the employee you are creating the plan for and select the corresponding "Create" on the righthand side of the page. *If the employee is not listed, contact HRO for further information.*



STEP 4: Acknowledge the Supervisory Commitment Statement

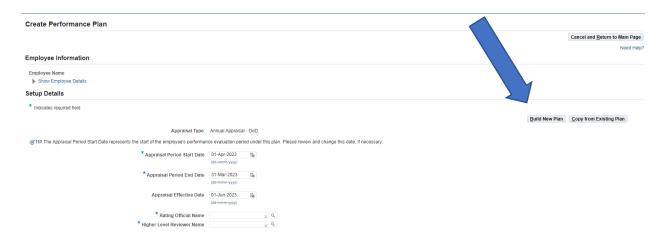


STEP 5: Set Appraisal Start, End, and Effective Dates. Fill in RO name and HLR name. When selecting the RO and HLR, type the last name and the search button to ensure you select the correct account for each role. See page 4. Timeline for further information on dates. See page 3. Staff Responsibilites for further information on RO and HLR.

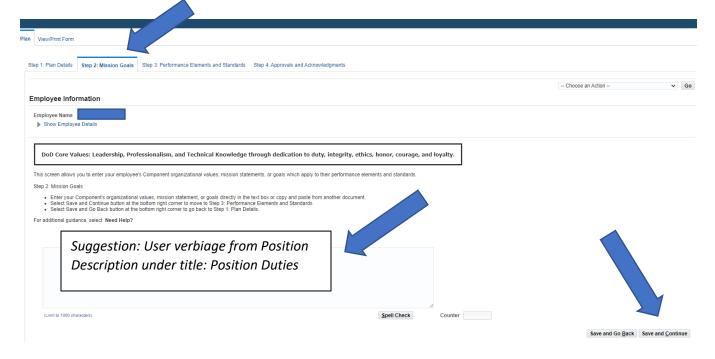


NOTE: If you plan to base the new plan on an existing plan (like the prior year's plan), at this step go to the description on Page 13 for step-by-step instructions on copying an existing plan.

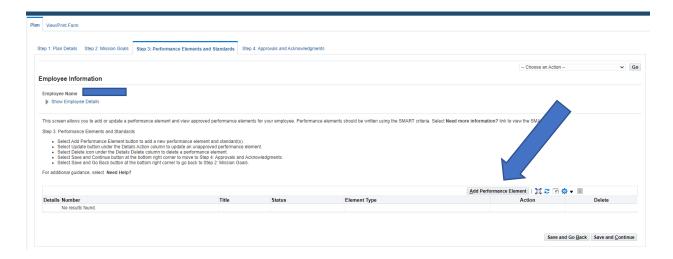
STEP 6: Select "Build New Plan"



STEP 7: Select "Step 2: "Mission Goals" Tab and insert your mission goals in the empty box. When done select "Save and Continue at the bottom. *Note: Mission Goals are overall comments on how the position supports the organization, which are supported by the Performance Elements in the next section.*



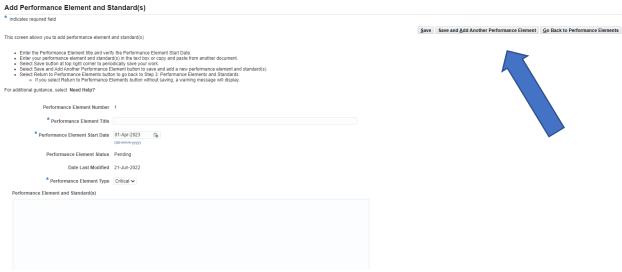
STEP 8: Step 3: Performance Elements and Standards, Select "Add Performance Element"



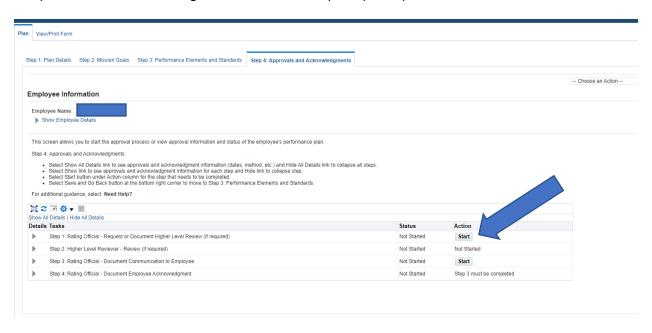
STEP 8: Insert Title of the Element under "Performance Element Title" and insert SMART standard in the box "Performance Element and Standard(s)



STEP 9: Click "Click Save and Add Another Performance Element". (Repeat step 9. until all performance elements are added.)



STEP 10: Step 4: Approvals and Acknowledgements, Find Step 1: Rating Official – Request or Document Higher Level Review (if required) and select "Start" under Action.

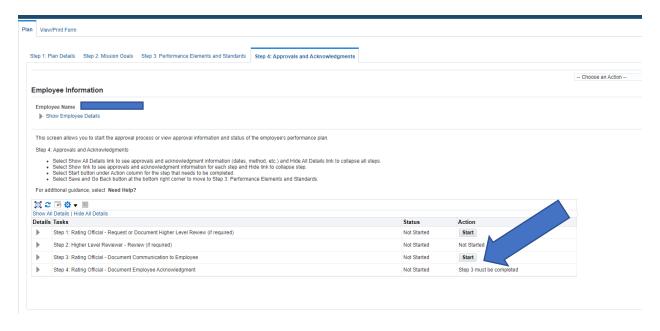


STEP 11: Select "Transfer to Higher Level Reviewer with E-mail Notification

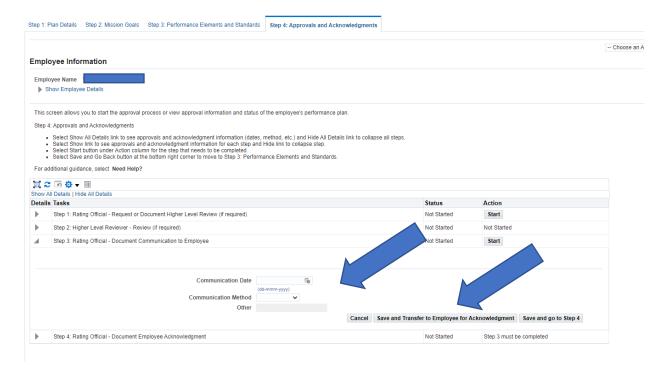


STEP 12: HLR will review and transfer the approved plan back to the RO. Note: HLR can also suggest changes when necessary.

STEP 13: Step 4: Approvals and Acknowledgements, Find Step 3: Rating Official – Document Communication to Employee and select "Start" under Action.



STEP 14: After meeting with the employee or reviewing the plan in some other format, fill in Communication Date and Communication Method. Then select "Save and transfer to Employee for acknowledgement.

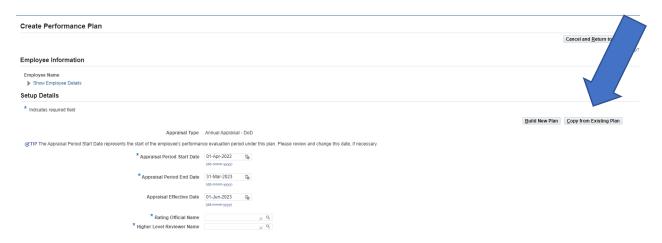


STEP 15: Employee must acknowledge the plan for it to be completed.

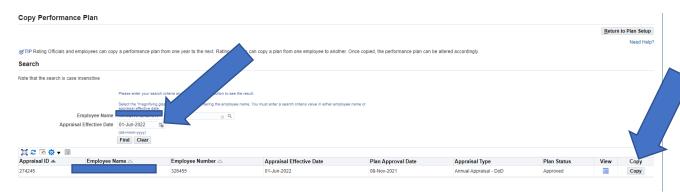
STEP BY STEP: HOW TO DUPLICATE THE PREVIOUS PLAN

STEP 1: Follow Steps 1-5 above.

STEP 2: Select "Copy from Existing Plan"



STEP 3: Type in the Appraisal Effective Date you wish to duplicate. Select Find. Then select "Copy" next the plan once it populates.



STEP 4: Select "Yes"



STEP 5: Review prepopulated "Step 1: Plan Details", "Step 2: Mission Goals", "Step 3: Performance Elements and Standards" as detailed above in steps 7 - 9. Make any changes as necessary.

STEP 6: Complete Steps 10-15 above.

PROGRESS REVIEW- THE BASICS

Staff Responsibilities:

Rating Officials (RO) (*Supervisors*): The supervisor is responsible for completing at minimum one progress review midway through the appraisal cycle. Multiple progress reviews can be completed as necessary based on need for performance feedback.

NOTE: RO should request employee to provide a self-assessment. If employee does not provide self-assessment within a reasonable timeframe the supervisor should retrieve the plan and provide the progress review, and note the employee declined to provide employee feedback.

<u>Higher Level Reviewer (HLR) (At least one Level Higher than the Supervisor)</u>: The Higher-Level Reviewer has the option to review and approve the progress review. This is not required.

<u>Employee</u>: The employee should provide a self-assessment midway through the rating cycle and transfer to the RO. Upon receipt of progress review employee is to acknowledge the progress review.

Timeline:

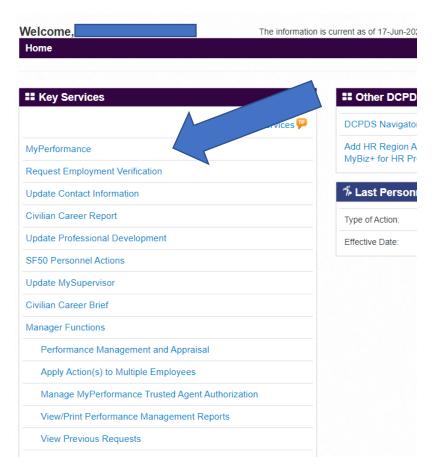
There must be at least one progress review during the appraisal period. The progress review should be completed approximately half-way through the rating period.

STEP BY STEP: HOW TO COMPLETE A PROGRESS REVIEW- Employee

DCPDS Portal – Login https://compo.dcpds.cpms.osd.mil/

STEP 1: Login to your MyBiz+ Homepage. Click "My Performance" under KEY SERVICES.

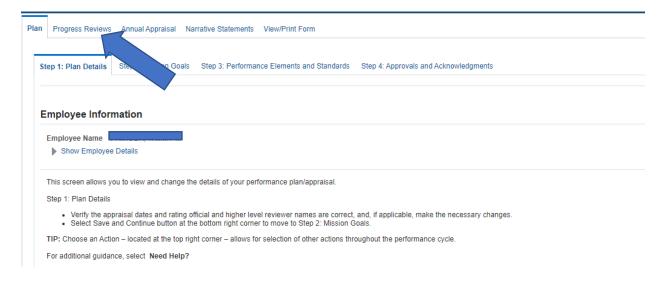
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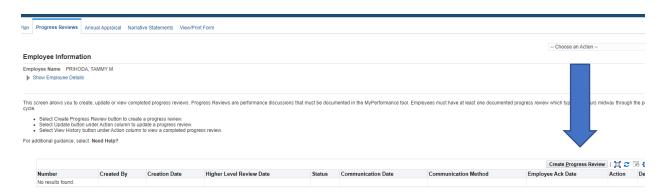
STEP 2: Find "Action" category and select "Update" from the drop-down menu. Hit "GO".



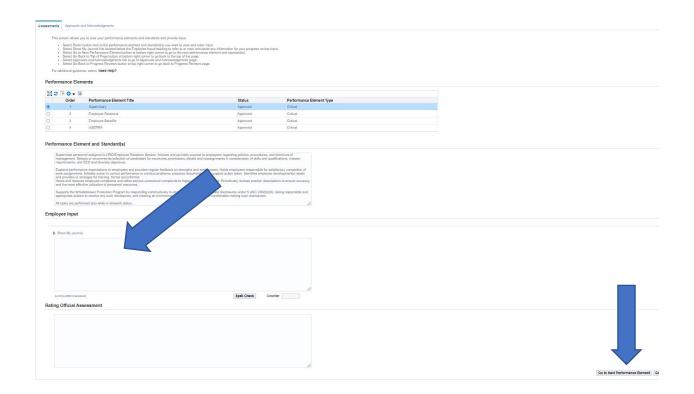
STEP 3: Select "Progress Reviews" tab.



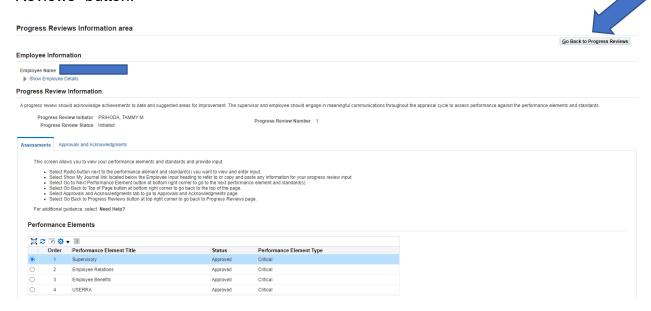
STEP 4: Click the "Create Progress Review" button



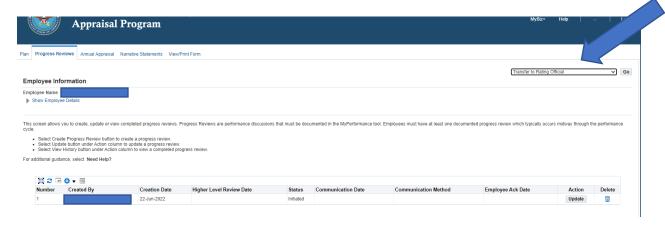
STEP 5: Provide Self-assessment under "Employee Input" and click "Go to Next Performance Element". Complete "Employee Input" on each Performance Element.



STEP 6: When completed with all Employee Input click the "Go Back to Progress Reviews" button.



STEP 7: Select the "—Choose an Action—" drop-down menu and select "Transfer to Rating Official". Hit "GO".

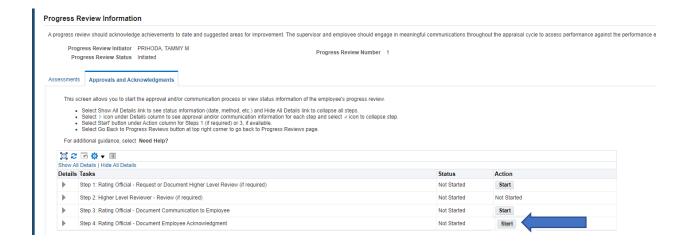


STEP 8: Select "Transfer to Rating Official with E-mail Notification". *Note: It is optional to put a message to the RO in this section.*



STEP 9: Supervisor will complete Rating Official Assessment and return to employee for acknowledgement.

STEP 10: Upon receipt of Progress Review from the RO, go to Progress Review-Approvals and Acknowledgements Tab. Click "Start" next to Step 4: Employee Acknowledgement. Acknowledge the Progress Review to finalize.

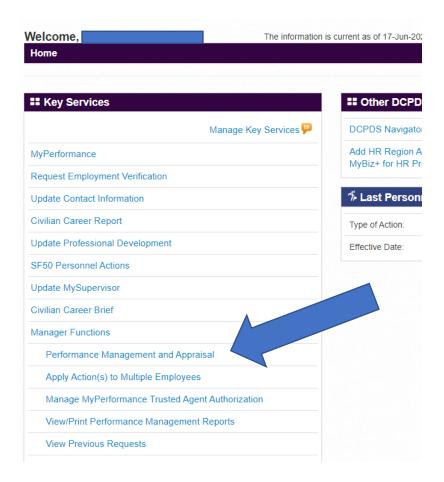


STEP BY STEP: HOW TO COMPLETE A PROGRESS REVIEW- Supervisor

STEP 1: DCPDS Portal – Login https://compo.dcpds.cpms.osd.mil/

STEP 1: Login to your MyBiz+ Homepage. Find KEY SERVICES, under "Manager Functions" Click on "Performance Management and Appraisal"

Note: Your homepage may look different due to varying permissions within MyBiz+.



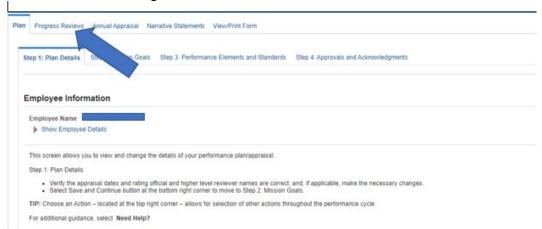
STEP 2: If the employee provides a self-assessment, find "Action" category and select "Update" from the drop-down menu. Hit "GO". Note: If the employee chooses not to give a self-assessment, find the "Action" category and select "Retrieve" from the drop-down menu. Hit "Go". Then from the same menu select "Update" and Hit "Go".



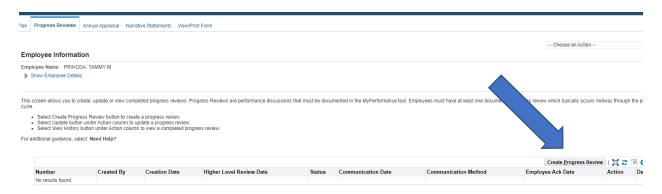
STEP 3: Click "Acknowledge"



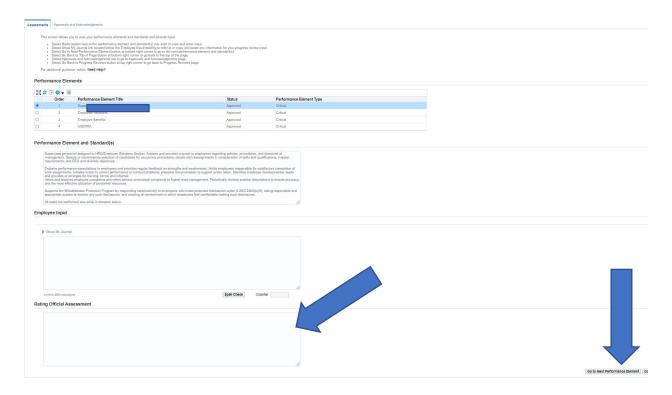
STEP 4: Select "Progress Reviews" tab.



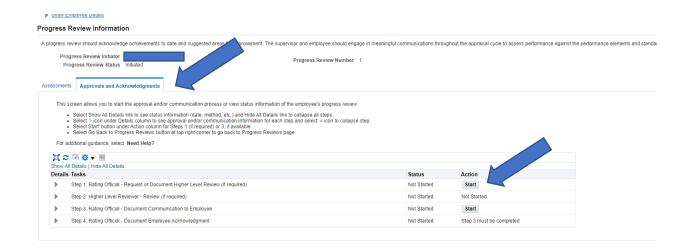
STEP 5: Only complete this step if the employee did not do a self-assessment. Click "Create Progress Review" button.



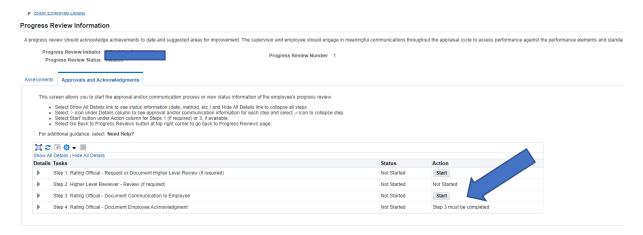
STEP 6: Provide performance feedback under "Rating Official Assessment" and click "Go to Next Performance Element". Complete "Rating Official Assessment" for each Performance Element.



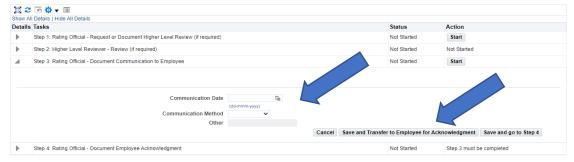
STEP 7: Upon completion of performance element feedback for all performance elements, click on the "Approval and Acknowledgements" tab. *To obtain HLR approval (optional), find Step 1: Rating Official Request or Document Higher Level Reviewer and click "Start". Then click "Transfer to Higher Level Reviewer with Email Notification". Progress Review then transfers to the HLR for approval and return to the RO.*



STEP 8: To move the Progress Review directly to the employee, find Step 3: Rating Official- Document Communication to Employee and click "Start".



STEP 9: Insert Communication Date, Method and Click "Save and Transfer for Acknowledgement



STEP 10: Employee must complete the final step of acknowledging the plan under Step 4: Employee Acknowledgement.

ANNUAL APPRAISAL- THE BASICS

<u>Annual Appraisals</u>. Each permanent and indefinite employee shall be rated annually. The appraisal period for all on-board NG employees begins 1 April and ends 31 March each year. The end-of-year appraisals shall be completed by NLT 31 May of each calendar year. The effective date is 01 June.

Probationary/Trial Period employees cannot be subject to an official performance appraisal rating until they have completed 12 months of Federal Service. The effective date of the appraisal shall be 60 days after the rating period ends. After the first appraisal, probationary/trial period employees move to the 1 April to 31 March annual appraisal period as appropriate. If an employee has less than 90 days following their probationary period that period should be included in the next appraisal period. For example, an employee's probationary period is 20 January 2022 to 19 January 2023, the follow-on appraisal period is 20 January 2023 to 31 March 2024.

Appraisal dates may be partial-year due to LWOP/AUS or job changes.

<u>Postponement of Annual Appraisals</u>. In rare instances, the annual performance appraisal may be postponed (with documentation of circumstances).

Staff Responsibilities:

Rating Officials (RO) (Supervisors): The supervisor is responsible for completing the employee's annual appraisal. Once completed, the RO will forward to the Higher-Level Reviewer for approval and is also responsible for documenting employee acknowledgement once completed.

NOTE: RO should request employee to provide a self-assessment. If employee does not provide self-assessment within a reasonable timeframe the supervisor should retrieve the plan/appraisal, and note the employee declined to provide employee feedback.

<u>Higher Level Reviewer (HLR) (At least one Level Higher than the Supervisor)</u>: The Higher-Level Reviewer will review and approve the annual appraisal. Once the appraisal is approved it cannot be edited. If changes are needed the appraisal should be returned to the RO prior to approval.

NOTE - Only The Adjutant General can serve as both RO and HLR for the same employee.

<u>Employee</u>: The employee should provide a self-assessment and transfer to the RO. Upon receipt of annual appraisal employee is to acknowledge the progress review.

Ratings:

<u>Level 5 – Outstanding</u>. Average score of all critical elements with a performance rating of 4.3 or above with no critical element rated at 1 will result in an overall rating of record of 5.

<u>Level 3 – Fully Successful</u>. Average score of all critical elements is less than 4.3 with no critical element being rated at 1 will result in an overall rating of record of 3.

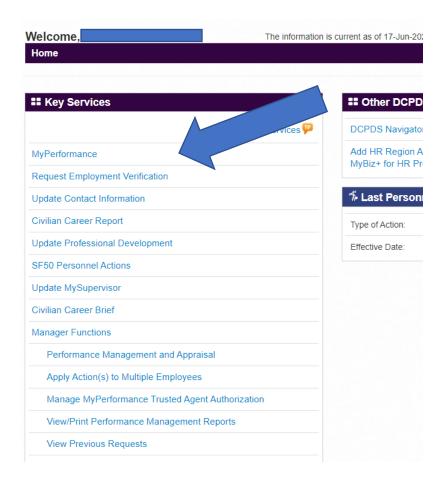
<u>Level 1 – Unacceptable</u>. Any critical element rated as 1 will result in an overall rating of record of 1. An appraisal with any element rated as 1 will require a follow-up Performance Improvement Plan.

STEP BY STEP: HOW TO COMPLETE AN ANNUAL APPRAISAL- Employee

DCPDS Portal – Login https://compo.dcpds.cpms.osd.mil/

STEP 1: Login to your MyBiz+ Homepage. Click "My Performance" under KEY SERVICES.

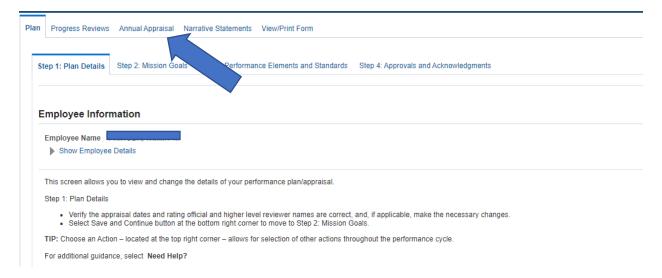
Note: Your homepage may look different due to varying permissions within MyBiz+.



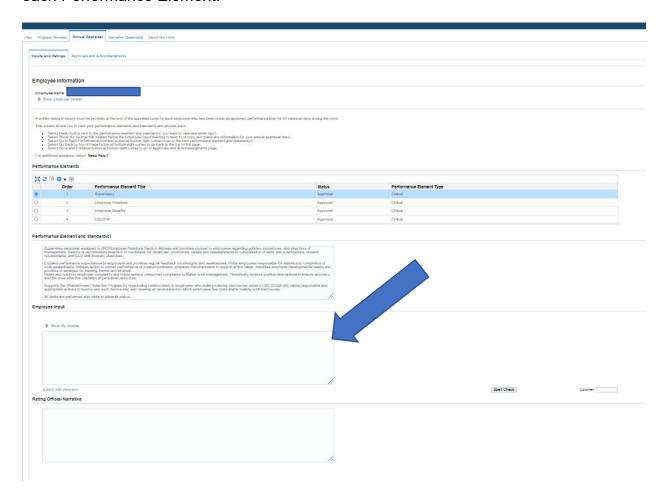
STEP 2: Find "Action" category and select "Update" from the drop-down menu. Hit "GO".



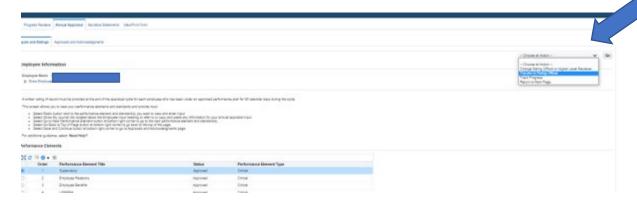
STEP 3: Select "Annual Appraisal" tab.



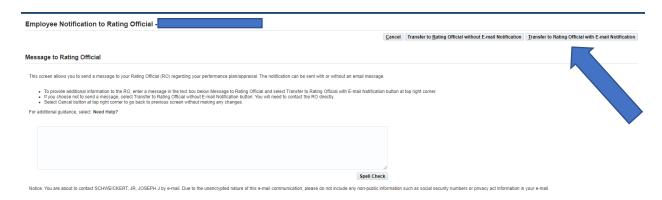
STEP 4: Provide Self-assessment under the Inputs and Ratings Tab under "Employee Input" and click "Go to Next Performance Element". Complete "Employee Input" on each Performance Element.



STEP 5: Select the "—Choose an Action—" drop-down menu and select "Transfer to Rating Official". Hit "GO".



STEP 6: Select "Transfer to Rating Official with E-mail Notification". *Note: It is optional to put a message to the RO in this section.*



STEP 7: **Supervisor** will complete Rating Official Assessment, route to Higher Level Reviewer for approval and return to employee for acknowledgement.

STEP 8: Upon receipt of Annual Appraisal from the RO, go to Annual Appraisal-Approvals and Acknowledgements Tab. Click "Start" next to Step 4: Employee Acknowledgement. Acknowledge the Annual Appraisal to finalize.

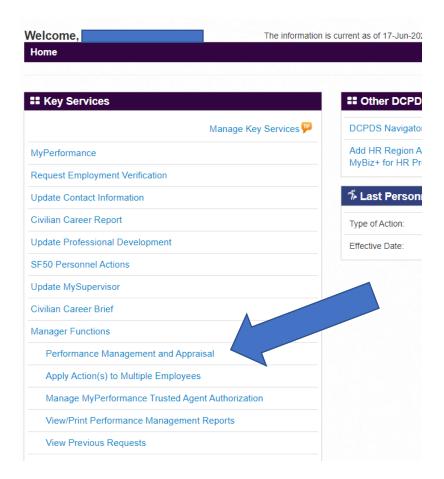


STEP BY STEP: HOW TO COMPLETE AN ANNUAL APPRAISAL- Supervisor

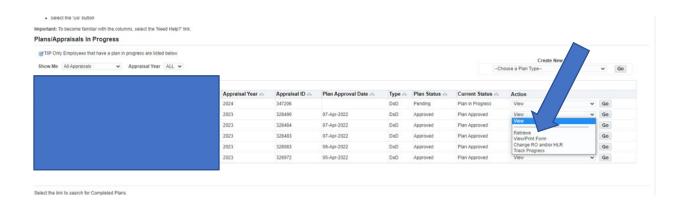
STEP 1: DCPDS Portal – Login https://compo.dcpds.cpms.osd.mil/

STEP 1: Login to your MyBiz+ Homepage. Find KEY SERVICES, under "Manager Functions" Click on "Performance Management and Appraisal"

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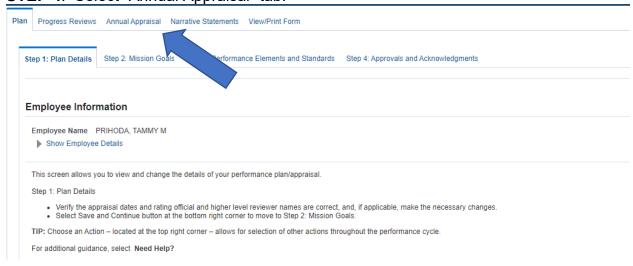
STEP 2: If the employee provides a self-assessment, find "Action" category and select "Update" from the drop-down menu. Hit "GO". Note: If the employee chooses not to give a self-assessment, find the "Action" category and select "Retrieve" from the drop-down menu. Hit "Go". Then from the same menu select "Update" and Hit "Go".



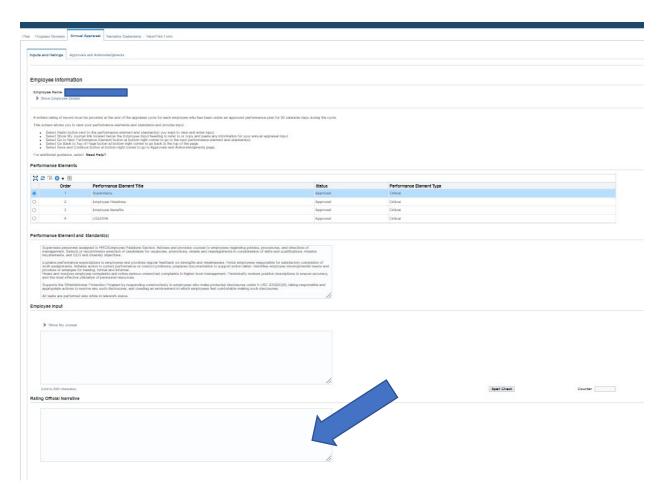
STEP 3: Click "Acknowledge"



STEP 4: Select "Annual Appraisal" tab.



STEP 5: Provide performance feedback under "Rating Official Narrative" and click "Go to Next Performance Element". Complete "Rating Official Narrative" for each Performance Element.

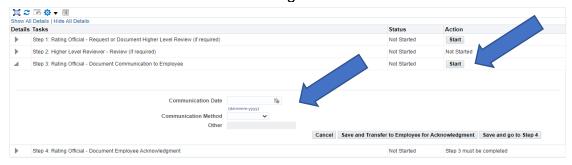


STEP 6: Upon completion of performance element feedback for all performance elements, click on the "Approval and Acknowledgements" tab. To obtain HLR approval, find Step 1: Rating Official Request or Document Higher Level Reviewer and click "Start". Then click "Transfer to Higher Level Reviewer with Email Notification". Progress Review then transfers to the HLR for approval and return to the RO.



STEP 7: HLR will clock on "Approvals and Acknowledgements" tab and click "Start" next to the Step 2: Higher Level Reviewer. HLR will complete the approval process and return the approved appraisal to the RO.

STEP 8: Once RO receives approved appraisal, return to Approvals and Acknowledgement Tab and Go to Step 3. Insert Communication Date, Method and Click "Save and Transfer for Acknowledgement



STEP 9: Employee must complete the final step of acknowledging the Appraisal under Step 4: Employee Acknowledgement.

FREQUENT ASKED QUESTIONS

Q: Does the effective date of the performance plan/appraisal have any impact on the employee?

A: The effective date of the appraisal is the date the appraisal rating is effective on the employee record. Incentive award submission deadlines are based on the effective date. For example: Sustained Superior Performance (SSP) Awards must be submitted to HRO within 90 days of the effective date and Quality Step Increase (QSI) Awards must be submitted to HRO within 30 days of the effective date.

Q: Who is the proper person to fill the role of HLR?

A: The HLR should be one level higher than the RO. For employees whose immediate supervisor is TAG, TAG serves as both RO and HLR. No other exceptions are authorized.

Q: What is the role of the HLR?

A: The role of the HLR is to review and approve ratings of record and performance decisions. Ensures rating officials execute the performance management process within the established guidelines and timelines. The HLR may also approve performance plans established by the RO for the employee.

Q: What if there is a change in Supervisor?

A. Plans may be changed during the appraisal period but must be reapproved. Newly assigned ROs and HLRs may approve performance documents. Input from all applicable supervisors for the rating period should be considered in the performance narratives and appraisal.

Q: I have a new employee and there is not 90 days left in the rating period, how do I date their plan?

A. If there is not enough time to have an approved plan for 90 days within the rating period, include that short period of time in the next appraisal year. For example: If you have a new employee who started 14-Feb-2022, the plan year should be 14-Feb-2022 through 31-Mar-2023 with the effective date of 01-Jun-2023.

Q. I am giving my employee an unacceptable rating of record, what do I do?

A. RO must issue a Performance Improvement Plan (PIP) to an employee when issuing an unacceptable rating of record. Contact HRO-ERS for guidance prior to taking action.

10 THINGS TO CONSIDER

- 1. Personalize your feedback. Avoid copy and pasting for multiple employees.
- 2. Give substantiated feedback. Provide examples.
- 3. Avoid one-liners.
- 4. Do not skip HLR review on annual appraisals.
- 5. Watch for spelling errors and sentence structure.
- 6. Remember to reward deserving employees.
- 7. Always give employees a chance to provide input into their performance elements and standards.
- 8. You can give more than one progress review throughout the year. This is a good way to document performance success, opportunities and feedback.
- 9. Plans, progress reviews and annual appraisals will not show as complete unless the employee acknowledges.
- 10. As a supervisor it is your responsibility to ensure your employees are taken care of!