

# Defense Logistics Agency INSTRUCTION

DLAI 1426.02 Effective June 20, 2014

DLA HQ J14

SUBJECT: Performance Management Program for Non-Supervisory General Schedule and Federal Wage System Employees

References: Refer to Enclosure 1.

# 1. PURPOSE:

a. This DLA Instruction (DLAI) supersedes and cancels DLAI 7512, reference (a), and implements policy in accordance with the authority in reference (e).

b. This Instruction establishes policy assigns responsibility and implements procedures for the Performance Management System for Non-supervisory General Schedule (GS) and Federal Wage System (FWS) employees to assess and improve employee and organizational performance, and identify employee developmental needs.

# 2. <u>APPLICABILITY:</u>

a. This Instruction applies to all DLA activities and defense activities serviced by DLA Human Resources Services (DHRS) Office that choose to use it.

b. If there is an applicable bargaining unit agreement (CBA), and a conflict arises between this Instruction and the agreement, the provisions of the CBA prevail.

3. <u>DEFINITIONS:</u> See <u>Glossary.</u>

4. <u>POLICY</u>: It is DLA policy to manage the performance of DLA personnel to improve communications, coordinate planning activities, link individuals to organizational performance, and to ensure fair and consistent treatment.

# 5. <u>RESPONSIBILITIES:</u> Refer to <u>Enclosure 2</u>.

# 6. <u>PROCEDURES:</u> Refer to <u>Enclosure 3</u>.

7. <u>INFORMATION REQUIREMENTS</u>: Rating officials must use DLA Form 46a to establish employee performance plans and DLA Form 46 to document performance ratings. Electronic versions of these forms are available on the DLA Forms Management Program Web Site at <u>http://www.dla.mil//dss/forms</u>.

#### 8. INTERNAL CONTROLS:

a. The DHRS will perform a management review of all actions covered by this Instruction.

b. Defense Civilian Personnel Data System controls only allow access to certain areas, fields, table authorizations, and certifications based on access rights. This helps ensure all authorized users have access to personnel data and protects unauthorized access.

9. <u>RELEASEABILITY</u>: UNLIMITED. This Instruction is approved for public release and is available on the Internet from the DLA Issuances Internet Website.

# 10. EFFECTIVE DATE: This Instruction:

a. Is effective on June 20, 2014.

b. Must be reissued, cancelled, or certified current within 5 years of its publication in accordance with DLAI 5025.01, DLA Issuance Program. If not, it will expire effective June 20, 2024 and be removed from the DLA Issuances Website.

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Enclosure(s) Enclosure 1 – References Enclosure 2 – Responsibilities Enclosure 3 – Procedures Glossary

# ENCLOSURE 1

## **REFERENCES**

- (a) DLAI 7512, "Performance Management Program for Non-Supervisory General Schedule and Federal Wage System Employees," March 27, 2003
- (b) Negotiated CBAs.
- (c) Title 5, United States Code, Section 552, <u>http://www.usdoj.gov/opcl/privstat.htm</u>
- (d) Title 5, United States Code, Section 4302, "Establishment of Performance Appraisal Systems," <u>http://www4.law.cornell.edu/uscode/5/4302.html</u>.
- (e) Title 5, Code of Federal Regulations, Parts 315, 351, 430, 432, 532, and 752, http://www.ecfr.gov/cgi-bin/text-idx?tpl=/ecfrbrowse/Title05/5tab\_02.tpl
- (f) Department of Defense (DoD) Instruction 1400.25, Volume 430, December 1996 incorporating Change 1, July 25, 1997, administratively reissued May 18, 2009, <u>http://www.dtic.mil/whs/directives/corres/pdf/140025\_vol430.pdf</u>
- (g) United States OPM, Performance Management, <u>http://www.opm.gov/perform/index.asp</u>
- (h) DoD Manual 5200.01, Volume 1, "DoD Information Security Program: Overview, Classification and Declassification," February 24, 2012, <u>http://www.dtic.mil/whs/directives/corres/pdf/520001\_vol2.pdf.</u>
- (i) Secretary of Defense Memorandum, "DoD Hiring Reform: A Call to Action", October 22, 2010

## ENCLOSURE 2

## **RESPONSIBILITIES**

1. <u>THE STAFF DIRECTOR, DLA HUMAN RESOURCES POLICY (J14)</u> under the authority, direction, and control of the Director, DLA Human Resources (J1) will:

a. Issue policy for the Performance Management Program for Non-supervisory GS and FWS Employees.

b. Monitor DLA-wide performance management practices and procedures.

c. Act as point of contact with OPM, DoD and other authorities on performance management matters affecting DLA as they relate to performance management.

2. <u>DLA DIRECTORS/COMMANDERS OF PLFAs</u>, J CODES, and D STAFFS; and DEFENSE <u>AGENCIES (in accordance with the terms of an applicable servicing support agreement)</u> must implement this Instruction and ensure that supervisors abide with the requirements and properly carry out their responsibilities.

3. <u>DHRS TEAM</u> under the supervision and control of the Administrator, DHRS will:

a. Issue implementing guidance, as necessary, and provide advisory services to supervisors, managers, and employees in relation to performance management.

b. Perform a management review of required actions covered by this Instruction. The review will verify that all events actually occurred, properly documented, and are in accordance with (IAW) applicable rules, regulations, and procedures.

4. <u>RATING OFFICIALS</u> will:

a. Establish a performance plan for employees upon their entry into a position or when the position description is significantly revised. Consult the servicing DHRS to help develop minimally acceptable performance standards.

b. Discuss individual plans with each employee.

c. Provide candid and specific information to employees throughout the rating cycle on how well they are meeting expectations. The rating official should coach employees on ways to improve performance.

d. Conduct an interim performance review to determine overall performance level.

e. Conduct an end-of-year/end-of-cycle performance review with the employee.

f. Recognize and reward outstanding performance and address poor performance. Work with the servicing DHRS for under achieving employees and issue a Performance Improvement Plan (PIP) if unacceptable performance is observed in any critical element and at any time during the performance cycle.

#### ENCLOSURE 3

#### PROCEDURES

#### 1. Performance Plans:

a. Rating officials must establish employee performance plans (critical elements/standards) on DLA Form 46A, "Position Performance Plan." Standard Performance Plans can be developed and utilized, if applicable, for more than one employee. The rating official should encourage employee participation in the development, or substantial revision, of their performance plan.

b. Generally, plans contain three to six critical elements. Write performance standards for each critical element at the fully successful level.

c. Mandatory Performance Standards for employees that access Critical Information and for those who work in Audit Readiness.

(1) Performance Plans for Positions that Protect Classified Information. People that access classified information must have mandatory performance elements that hold them accountable for protecting classified information. The positions below require an evaluation for the management of classified information as a critical element:

- (a) Original classification authorities
- (b) Security managers and security specialists

(c) Personnel who derivatively classify information on a routine basis, e.g., intelligence analysts, Secret Internet Protocol Router Network account holders, Joint Logistics Operations Center Operations

(d) Information system security personnel; e.g., system administrators, with privileged access to classified systems or network resources

(e) Personnel whose duties include significant involvement with the creation, storage or handling of classified information (e.g., security representatives, classified equipment custodians)

(2) The mandatory critical performance element for these positions is titled, "Protection of Classified Information," and shall be described as follows: "Exhibits individual and personal accountability for classified information under their custody and control by taking precautions to ensure unauthorized persons do not gain access to classified information through proper marking, transmission, and safeguarding; reports unauthorized disclosures, security incidents, violations and vulnerabilities to the appropriate management official and/or security official; completes initial/annual refresher security awareness training, initial/biennial derivative classifier training and other related security training as required."

(3) Performance Plans for Audit Readiness Team Members. Audit Readiness Team Members that support assertion goals must include a critical performance element. The critical performance element(s) must reflect the employee's responsibility in support of the audit readiness effort. (For example, supervisors could tie a performance element(s) to the employee's role related to meeting organizational audit goals. Supervisors can add additional audit readiness performance elements relevant to individual employee when appropriate).

d. Share the plan with the employee within 30 days of their entry into a new position or when the plan is substantially revised.

e. Provide a signed copy of the DLA Form 46A to the employee.

2. Criteria for Rating an Employee: To be rated, the employee must have worked for the rating official and under the performance plan for at least 90-consecutive calendar days. The rating official is typically the immediate supervisor who exercises supervisory responsibilities over the employee; e.g., work assignment, performance review, training, awards, and disciplinary actions.

a. The rating official will provide and discuss performance plans and standards to a temporarily promoted, detailed, or reassigned employee for more than 120 days. Upon completion of the temporary assignment, the gaining supervisor will prepare a summary rating. This summary rating is for information only, and will be considered by the rating supervisor when preparing the employee's regular rating of record at the end of the performance period. When temporary promotions or reassignments last for more than 9 months, the gaining supervisor will provide the employee's official rating of record.

b. Employees on a detail continue to occupy their officially assigned position of record. A summary rating given to an employee on a detail will be the only basis for rating performance when the detail lasts longer than 9 months. Such a rating will not be the sole basis for a performance-based adverse action. An employee on detail who fails to perform acceptably will be returned to his or her position of record.

3. Feedback During the Rating Cycle: Supervisors will continually provide employee coaching and feedback. At a minimum, rating officials must conduct an official interim review, approximately at the mid-point of the performance cycle, to provide employee feedback and coaching. The rating official will document this review and discussion.

4. Performance Rating Cycle:

a. The Performance Rating Period

(1) The performance-rating period for non-supervisory GS and FWS employees begins January 1 and ends December 31.

(2) Supervisors will complete and then forward performance ratings on DLA Form 46 to the servicing DHRS by February 15 of each year.

(a) If an employee is temporarily unavailable, for a period of less than 30-calendar days, ratings can be delayed. Otherwise, ratings should be forwarded on time and the discussion held when the employee returns to duty.

(b) If the rating period is extended due to long-term training or other lengthy absence and the employee has not completed the minimum 90 days of work necessary for a rating, the employee will not be eligible for a rating at the end of the rating period.

(c) If the employee enters a position by conversion, reinstatement, or appointment during the last 90 days of the rating period, and he or she will not complete the minimum 90 days required for a rating, the employee's current performance rating of record will remain in effect until it is replaced by the delayed one. The delayed rating will be prepared, reviewed, and approved within 15 days of the end of the extended period.

(d) If the employee has been reassigned to another position during the rating period, the gaining supervisor will delay completing the performance rating until the employee has worked for the gaining supervisor for at least 90 consecutive calendar days. The rating will be prepared, reviewed, and approved within 15 days of the end of the extended period.

b. Rating Performance.

(1) Employees will be assessed with the following rating levels:

- (a) Level 3: Fully Successful
- (b) Level 2: Minimally Acceptable
- (c) Level 1: Unacceptable

(2) Rating officials must rate an employee on each element in the performance plan, unless there has not been sufficient opportunity to demonstrate performance in a particular critical element. In such a circumstance, the critical element should be annotated as such and not used for the summary rating.

(a) The rating official will complete and sign the DLA Form 46. For employees with a Level 3 rating, sign the fully successful performance-rating certificate. The supervisor completes the certificate during the performance appraisal discussions with the employee.

(b) The employee receives the original certificate and a copy is sent to the servicing DHRS.

(c) If the employee's rating cycle is extended, the supervisor retains the certificate for use at the end of the extended rating period.

(d) If the employee's performance is fully successful, the supervisor continues

providing feedback on assignments.

(e) If the employee's performance is minimally acceptable, the supervisor will counsel the employee on performance deficiencies. The supervisor should consult DHRS when performance deficiencies are noted.

<u>1</u>. The supervisor will explain minimally acceptable performance for each critical element being performed at that level, provide a copy of the definition to the employee, and assist the employee with improving his/her performance to fully successful.

<u>2</u>. The supervisor will counsel the employee, monitor assignments, provide feedback, and give the employee an opportunity to improve performance. The supervisor will document assignments and counseling sessions and provide feedback to the employee at least once per week. Multiple counseling sessions may be necessary before the employee can demonstrate fully successful performance. The counseling should include consideration of remedial training and development to assist and improve the employee's performance.

<u>3</u>. If performance remains at the minimally acceptable level at the end of the cycle, the supervisor will obtain the concurrence of the second level supervisor and issue a minimally acceptable rating. The minimally acceptable rating requires denial of a within grade increase should the employee be eligible for one. It also prohibits the employee from teleworking.

 $\underline{4}$ . If performance improves to fully successful, the supervisor continues providing feedback on assignments.

c. Performance Improvement Plan (PIP). If performance is unacceptable in one or more critical element(s) at any time during the performance cycle, the supervisor will work with the servicing DHRS to develop minimally acceptable performance standards and issue a Performance Improvement Plan (PIP) to the employee. If the employee is on a probationary period after competitive appointment, or on a trial period after excepted service appointment, the supervisor may initiate appropriate action without issuing a PIP.

(1) The supervisor must notify the employee in writing of critical elements that need improving and provide an opportunity period to improve performance.

(2) The rating official will issue a PIP to the employee as soon as possible. The servicing DHRS will advise the supervisor how to proceed. If a personal problem appears to be affecting the employee's performance, the supervisor shall also refer the employee to the Employee Assistance Program Counselor for assistance.

(3) The supervisor will counsel the employee, monitor assignments, provide feedback, and give the employee an opportunity to improve performance.

(4) The employee performs under the PIP with the supervisor's assistance.

(5) The supervisor should counsel the employee, monitor assignments, and schedule meetings with the employee once a week to provide feedback on performance. Multiple counseling sessions may be necessary before the employee can demonstrate fully successful performance. The counseling sessions must include consideration of the potential benefits of remedial training and development to improve performance.

(6) If the employee's performance reaches the minimally acceptable level at the end of the PIP, the supervisor will issue a minimally acceptable rating. If the PIP does not coincide with the regular rating period, the employee does not receive a rating until the end of the rating period. After successful completion of a PIP, performance at a minimally acceptable level (Level 2) must be sustained for 1 year beginning with the start of the opportunity period. If performance reverts to the unacceptable level within the 1-year period, a performance-based adverse action may be proposed without granting a new opportunity-to-improve period.

(7) If the employee performance remains unacceptable at the end of the PIP, the supervisor will work with the servicing DHRS to initiate action to demote, reassign, or remove the employee.

5. Veteran's Rating: DLA's Performance Management Program for Non-Supervisory GS and FWS employees will not adversely affect a veteran, covered by this Instruction, who has been absent from work to seek medical treatment as provided in 5 Code of Federal Regulations, Part 430.208(f).

6. Performance Based Recognition: The performance rating of record will be used as a basis for granting performance awards and honorary recognition, as well as taking necessary performance-based action. All employees with an overall summary rating of "Fully Successful" are eligible for consideration for performance awards.

# **GLOSSARY**

## PART I. ABBREVIATIONS AND ACRONYMS

<u>CBA</u> – Collective Bargaining Agreement

<u>DHRS</u> – DLA Human Resources Services Office

<u>GS</u> - General Schedule

<u>FWS</u> - Federal Wage System

<u>PIP</u> – Performance Improvement Plan

#### PART II. DEFINITIONS

<u>Appraisal.</u> The process under which performance is reviewed and evaluated.

<u>Appraisal Period.</u> The established period of time for which performance will be reviewed and a rating of record will be prepared.

<u>Approving Official.</u> Individual(s) responsible for approving performance ratings submitted, by the rating official, which, fall below the Fully Successful level. This is normally the next higher-level supervisor above the rating official.

<u>Critical Element.</u> A work assignment or responsibility of such importance that unacceptable performance on the element would result in a determination that an employee's overall performance is unacceptable.

<u>Fully Successful.</u> Performance level necessary for the employee to function adequately, fulfill the duties and responsibilities of the position, and properly contribute to meeting organizational performance goals.

<u>Manager</u>. A position or employee that directs the work of an organizational unit, is held accountable for the success of specific line or staff functions, monitors and evaluates the progress of the organization toward meeting goals, and make adjustments in objectives, work plans, schedules, and the commitment of resources.

<u>Management Official.</u> Position meets the definition of Management Official in 5 United States Code, 7103(a) (11), but does not meet the GS Supervisory Guide definition of Supervisor/Manager or the definition of Supervisor in 5 United States Code, 7103(a) (10). Management Official is an individual in a position that the duties and responsibilities require or authorize the individual to formulate, determine, or influence policies of the Agency. <u>Minimally Acceptable.</u> Performance below the "Fully Successful" level in which important aspects of work are deficient and improvement is necessary for the employee to properly contribute to achieving organizational goals. It is the lowest acceptable level of performance on a critical element.

<u>Non-critical Element.</u> A dimension or aspect of individual, team, or organizational performance, exclusive of a critical element, that is used in assigning a summary level. Such elements may include, but are not limited to, objectives, goals, program plans, work plans, and other means of expressing expected performance.

Performance. The accomplishment of work assignments or responsibilities.

<u>Performance Plan</u>. All of the written individual or team performance elements that lead to the assignment of an individual's summary rating level. The plan contains the rating elements, and their related performance standards.

<u>Performance Rating</u>. The process of reviewing and evaluating the performance of an employee against the written performance plan.

<u>Performance standard.</u> The results-oriented, 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.

<u>Rating of Record</u>. The summary rating, under 5 United States Code, Section 4302a, that is required at the end of the rating period.

<u>Rating Official.</u> This individual is normally the immediate supervisor of the employee being rated, who exercises the full range of personnel management responsibilities, i.e., work assignment, leave approval, performance review, training, award recommendation, and disciplinary action.

<u>Summary Rating</u>. The result of rating each critical and non-critical element and assigning an overall performance rating.

<u>Supervisor</u>. An employee who accomplishes work through the direction of other people, and performs a variety of supervisory duties to include: making work assignments, approving leave, rating performance, and taking disciplinary action.

<u>Unacceptable</u>. Performance which fails to meet acceptable performance standards in one or more critical elements in an employee's performance plan.