



CIVILIAN PERSONNEL FACT SHEET

Performance Plans

You have a responsibility to ensure all of your employees have a performance work plan, normally established no later than 30 days after employee assignment to the position. A performance plan may be recorded on AF Form 860, Civilian Performance Plan, or an AF Form 1003, Core Personnel Document (CPD). The plan consists of elements (specific duties of the job) and standards (how you are going to measure how well the employee performs his/her duties). Elements and standards may be changed throughout the year except during the last 90 days of the rating cycle. The annual performance appraisal period runs from 1 April to 31 March. The effective date of the rating is 1 June.

It is vital you know what your employee's duties and responsibilities are, and it is equally important the employee knows what he/she must do to attain the "Acceptable" level and what you expect of him/her. Employees should be encouraged to participate in the development of their work plan; however, the final determination of elements and standards rests with you. The work plan must be reviewed and approved by your immediate supervisor - the reviewing official - before it can be implemented.

You must discuss the work plan with your employees and ensure they sign the final plan. Discussions should take place within 30 days after assignment into the position, at the closeout of the rating cycle, and periodically in between - a quarterly basis is recommended. Record such discussions on AF Form 860B. Each year the work plan is reviewed for currency and re-certified by you, the reviewing official, and the employee.

Performance Elements

Performance elements describe the actual work to be performed during the appraisal observation period. It describes a major and important requirement of the job upon which an employee is rated for success. When you think of job elements, remember they are descriptive and relate to what needs to be done.

Criteria for Effective Elements:

- They support work unit, as well as mission objectives
- They are job related, consistent with position description, including level of authority
- They cover major job requirements; key components
- They are critical; importance to job success so great that unacceptable performance cannot be tolerated
- They are separate domains; each element represents a distinct portion of the job
- They are clearly stated; understandable to all parties

The plan normally contains one to seven critical elements. Critical elements are the key duties and responsibilities of the position; the primary reasons for its existence. A critical element is one where if the employee does not meet it, he/she will receive an "Unacceptable" rating. An employee may be demoted or removed for failing a critical element.

Performance Standards

Good standards help structure clear expectations of what has to be done and how it has to be done. This clarity makes managing performance problems much easier, as well as developing and building on employee strengths. Employees should be involved in setting the standards under which their performance will be evaluated. There are four types of standards:

1. Qualitative Standards express accomplishments in terms of their overall impact
2. Quantitative Standards express results in terms of numbers, percentages, frequencies, etc.
3. Timeliness Standards are expressed in terms of completion times
4. Work Behaviors (Manner of Performance) define the critical behavior that will lead to acceptable performance

Criteria for Effective Standards:

- Element related
- Differentiating
- Observable
- Consistent
- Achievable
- Measurable
- Within employee's control
- Stated in positive terms
- Clearly stated
- Exceedable
- Adequate

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