



USAID
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ADS 421
Senior Executive Service
Performance Management System

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This document represents the performance management system for the USAID Senior Executive Service (SES). The U.S. Office of Personnel Management (USOPM) approved USAID's SES performance management system in November 2004.

This is a new chapter.

Table of Contents

<u>421.1</u>	<u>OVERVIEW</u>	<u>4</u>
<u>421.2</u>	<u>PRIMARY RESPONSIBILITIES</u>	<u>4</u>
<u>421.3</u>	<u>POLICY DIRECTIVES AND REQUIRED PROCEDURES</u>	<u>7</u>
<u>421.3.1</u>	<u>Performance Appraisal Period</u>	<u>7</u>
<u>421.3.2</u>	<u>SES Performance Plans</u>	<u>7</u>
<u>421.3.3</u>	<u>Progress Reviews</u>	<u>9</u>
<u>421.3.4</u>	<u>Appraisal of Performance</u>	<u>9</u>
<u>421.3.5</u>	<u>PRB Review and Approval of Ratings</u>	<u>13</u>
<u>421.3.6</u>	<u>Final Approval of Annual Summary Rating</u>	<u>14</u>
<u>421.3.7</u>	<u>Use of Performance Appraisals</u>	<u>14</u>
<u>421.3.8</u>	<u>Notice Requirements and Placement Rights</u>	<u>15</u>
<u>421.3.9</u>	<u>Performance Bonuses, Pay Adjustments, and Rank Awards</u>	<u>16</u>
<u>421.3.10</u>	<u>Records Management</u>	<u>18</u>
<u>421.3.11</u>	<u>System Evaluation</u>	<u>18</u>
<u>421.4</u>	<u>MANDATORY REFERENCES</u>	<u>19</u>
<u>421.4.1</u>	<u>External Mandatory References</u>	<u>19</u>
<u>421.4.2</u>	<u>Internal Mandatory References</u>	<u>19</u>

[421.4.3](#) [Mandatory Forms](#)..... [19](#)

[421.5](#) [ADDITIONAL HELP](#) [19](#)

[421.5.1](#) [Optional Forms](#) [19](#)

[421.6](#) [DEFINITIONS](#) [19](#)

421.1 OVERVIEW

Effective Date: 10/01/2005

This document implements a [performance management system](#) for members of the Senior Executive Service. USAID designed this system to ensure accountability for individual and organizational [performance](#) and improve overall Agency performance by:

- a. Promoting excellence in senior [executive](#) performance;
- b. Holding executives accountable for business results by linking executive performance to results-oriented goals, as established through the Agency's [strategic planning initiatives](#) and the Government Performance and Results Act (GPRA) of 1993;
- c. Setting and communicating individual and organizational performance goals and expectations;
- d. Appraising executive performance, using measures that balance organizational results with customer, employee, or other perspectives; and
- e. Using performance results as the primary basis for determining SES pay, awards, continuing development, retention, removal, and other employment decisions.

The SES Performance Management System is an ongoing process of planning performance goals and expectations and monitoring, evaluating, and recognizing performance results. The SES performance management system provides a framework for supervisors and executives to improve communications on job performance and expectations, coordinate planning activities, increase linkage between individual and organizational goals, and ensure fair and consistent treatment.

The SES Performance Management System applies to all incumbents of SES positions in USAID (career, non-career, and limited appointees), including Presidential appointees, who have elected to retain their eligibility for SES [performance appraisals](#) and awards in accordance with 5 USC 3392.

421.2 PRIMARY RESPONSIBILITIES

Effective Date: 10/01/2005

- a. The Administrator (or designee) is responsible for serving as the [appointing authority](#) for the SES. As appointing authority, he/she:
 - (1) Approves [annual summary ratings](#), bonuses, and [pay adjustments](#) based on each executive's performance, after giving due consideration to the recommendations of the Performance Review Board; and
 - (2) Authorizes:
 - Pay above Level III of the Executive Schedule;

- Increases in an executive's pay more than once during a 12-month period.

b. The Executive and Performance Management Division, Office of Human Resources (M/HR/EPM) is responsible for:

- (1) Administering the SES Performance Management System;
- (2) Explaining to executives and their supervisors the appraisal process and requirements in law, regulations, policies, and procedures;
- (3) Providing formal training and guidance on the proper preparation and completion of SES [performance plans](#); and
- (4) Coordinating and disseminating information on organizational performance and results derived from the PAR, PART, and other various indicators to be included in end-of-year appraisal guidance for [rating officials](#) to consider and use in preparing their initial [summary ratings](#) (see 421.3.4(a)).

c. Rating Officials (immediate supervisors) are responsible for:

- (1) Establishing performance plans and requirements, in consultation with the executive, that clearly align the individual's performance with organizational goals, focus on achieving results, and include measures for making meaningful distinctions based on relative performance;
- (2) Communicating written performance plans to executives within 30 days of the beginning of each [appraisal period](#);
- (3) Monitoring progress, modifying performance [elements](#) and requirements/standards, as needed, and providing continuous feedback to the executive throughout the appraisal period;
- (4) Conducting a [progress review](#) at least once during the appraisal period, providing feedback on progress in accomplishing objectives and requirements in performance plans, and providing advice and assistance on how to improve performance;
- (5) Appraising the executive's job performance and results achieved, taking into account business results and the perspectives of customers, employees, and other individuals. The rating official documents the evaluation in an [initial summary rating](#) and gives it to the executive for review and any comments he/she wishes to make; and

(6) Proposing appropriate actions for executives whose performance is less than fully successful.

d. **Reviewing Officials** (normally the Bureau Head or Deputy Administrator) are responsible for:

(1) Upon request of an individual executive, reviews an initial summary rating; and

(2) For those executives who indicate disagreement with the initial summary rating, the reviewing official prepares a separate written finding and recommendation for the rated executive and the Performance Review Board.

e. The Executive Resources Board (ERB) is responsible for recommending membership on the **Performance Review Board (PRB)** to the Administrator for final approval and evaluating all aspects of the SES Performance Management System.

f. The Performance Review Board (PRB) is responsible for:

(1) Approving all SES performance plans at the beginning of the rating period to ensure they are clear, results-oriented, equitable, and provide a clear line-of-sight between organizational goals and the executive's expected results and achievements;

(2) Evaluating initial summary ratings from supervisors, written documentation provided by executives, and the reviewing official's written recommendation on the summary rating for reasonableness and equity, to ensure that only those executives whose performance merits a fully successful or higher rating receive them and that the ratings reflect meaningful distinctions among executives, based on their relative performance;

(3) Providing support and oversight to supervisors in dealing with problematic performers; and

(4) Providing written recommendations to the Administrator on all rated executives concerning their initial summary ratings, bonuses, pay adjustments, and nominations for Presidential rank awards. They are responsible for ensuring that individual executive ratings are linked to and consistent with the Agency's performance and results and that pay adjustments and bonuses recognize and are consistent with individual/organizational performance.

g. The Bureau for Policy and Program Coordination, Office of Resource Allocation (PPC/RA) is responsible for collaborating with the Office of Human Resources (M/HR) staff to recommend the level of funding for the SES

Performance Management and Pay Administration Plan, prior to PRB consideration of individual pay adjustments for executives (see [421.3.9](#)).

421.3 POLICY DIRECTIVES AND REQUIRED PROCEDURES

Effective Date: 10/01/2005

421.3.1 Performance Appraisal Period

Effective Date: 10/01/2005

- a. The annual performance appraisal period for executives begins on October 1 and ends on September 30 of the following year.
- b. The minimum period of performance for which an executive may receive a valid appraisal is 90 days.
- c. If, as of September 30, an executive has not been under an established SES performance plan for the minimum appraisal period of 90 calendar days, USAID extends the appraisal period for the amount of time necessary to meet the minimum appraisal period. At that time the executive's supervisor prepares an initial summary rating.
- d. In addition, the supervisor must establish a performance plan each time an executive is assigned to a supervisor for at least 120 calendar days (e.g., details or task forces) in the appraisal period (see [421.3.4\(c\)](#)).
- e. USAID will not appraise any career executive within 120 days of the beginning of a new Presidential administration. This moratorium delays the SES appraisal and rating; however, it does not extend the length of the annual performance period.

421.3.2 SES Performance Plans

Effective Date: 10/01/2005

- a. Supervisors provide written performance plans to executives normally within 30 calendar days of the beginning of the appraisal period or upon entry to a particular SES position.
- b. Each SES performance plan will:
 - (1) Establish responsibility for the achievement of individual and organizational goals and objectives assigned to the executive, consistent with the Agency's strategic planning initiatives;
 - (2) Be consistent with the duties and responsibilities described in the executive's position description and for which USAID holds the executive accountable;
 - (3) Contain only those performance elements and standards that are critical to achieving successful performance;

(4) Be established by the supervisor in consultation with the executive (see section [421.3.2d](#)); and

(5) Be established in concert and alignment with subordinate performance plans so that the organizational goals for which the executive is responsible may be translated into the accomplishment of specific outcomes and measurable results that employees supervised are expected to accomplish.

c. USAID requires that the following items be incorporated in the executive's performance plan:

(1) Each performance element must state specifically what is to be accomplished and not describe general tasks, activities, duties, or responsibilities of an ongoing job. Performance elements must incorporate objectives, goals, program plans or other similar means that account for strategic business results to be accomplished over the next year. If the timeframe is longer than one year, the supervisor should identify interim milestones.

(2) Each executive is responsible for the achievement of a minimum of three critical performance elements but no more than five elements, in addition to the four critical mandatory performance elements already included on the appraisal form, the Senior Executive Service Performance Appraisal Report (AID Form 410-10).

(3) At a minimum, supervisors must write [performance standards](#) at the fully successful level (Level 3).

(4) For each performance element, the supervisor and executive must determine performance standards that address a specific timeframe for accomplishment, expected results, and measures in the standards that demonstrate achievement. These standards must be objective, measurable, achievable, specific, and realistic descriptions of the results or performance expected. They may include measures related to quality, quantity, cost efficiency, and timeliness.

(5) All SES performance plans must contain the four mandatory performance elements (i.e., leading change, leading people, business results, and communication) that are included on AID Form 410-10.

d. Supervisors prepare performance plans in writing on AID Form 410-10, the SES Performance Appraisal Report, and provide it to the executive normally within 30 days of the beginning of the appraisal period. Both the rating official and the executive must certify (sign and date) the performance plan upon completion and maintain a copy of it.

The executive's signature indicates that his/her supervisor consulted him/her in developing the performance plan. It also indicates that the supervisor informed him/her of the performance elements and standards applicable to his/her position, and that

these criteria will be the basis of any rating for the ensuing appraisal period. When the supervisor and the executive cannot reach agreement on the plan, the rating official must decide what is expected and inform the executive of that decision. If an executive refuses to sign his/her performance plan, the rating official should so note on the plan.

Upon certification, the rating official sends the performance plan to M/HR/EPM; M/HR/EPM then sends the plan to the Performance Review Board for approval.

421.3.3 Progress Reviews

Effective Date: 10/01/2005

- a. The rating official must conduct at least one formal progress review with the executive during the [annual appraisal period](#), providing feedback about how well the executive is performing against established performance standards. USAID strongly encourages frequent informal performance discussions to provide feedback on the executive's progress in meeting established performance elements and standards and to provide advice and assistance on performance improvement, as needed.
- b. During the progress review(s), the rating official should discuss and communicate to the executive any changes to the performance plan, if circumstances warrant. The supervisor must document in writing on the appraisal form any such revisions.
- c. If progress on a particular performance element is less than fully successful, the rating official must document the progress review and deficiencies and any steps needed to reach the fully successful level. The rating official provides a copy of this documentation to the executive and the Performance Review Board.
- d. Executives and rating officials must acknowledge in writing on the appraisal form, that the rating official has conducted at least one formal progress review.

421.3.4 Appraisal of Performance

Effective Date: 10/01/2005

a. Annual Assessment of Agency Performance

The Executive and Performance Management Division (M/HR/EPM) provides end-of-year appraisal guidance to rating officials prior to their preparation of the executive's initial summary rating. M/HR/EPM staff coordinates this guidance with other Bureaus/Offices, as appropriate, and instructs rating officials and the PRB to take various indicators of organizational performance into account in appraising and reviewing the executive's individual performance. Information on the various indicators mentioned below will be made readily available to rating officials and members of the PRB.

These indicators include the results of each Bureau/Office in accomplishing organizational goals, including annual assessments of each organization's performance, including the Performance and Accountability Report ([PAR](#)), reports of the Agency's

Government Performance and Results Act (GPRA) goals, progress on the President's Management Agenda (PMA), results from the Program Assessment Rating Tool (PART) reviews conducted by the Office of Management and Budget (OMB), annual performance plans and targets, program performance measures, and other appropriate indicators.

b. *Appraisal/Rating Process*

As soon as possible after the end of the appraisal period, the rating official must obtain written accomplishments from the executive regarding actual performance. The rating official must provide written comments to support and document the initial summary rating. The rating official must also consider any appraisals related to a detail or transfer when preparing the initial summary rating (see [421.3.4\(c\)](#)) at the end of the rating period.

The rating official must rate the executive's performance on success in meeting each performance element – unless there has been insufficient opportunity to demonstrate performance in that element. In doing so, the rating official must take into account and balance organizational results with customer and employee perspectives and the significance of all of this input in how the executive accomplished organizational goals over the rating period. The supervisor rates the executive's performance on each performance element at one of the five summary rating levels set forth in section [421.3.4\(d\)](#). The supervisor must then appraise the executive's overall performance by assigning one of the five summary ratings provided in section [421.3.4\(e\)](#).

The rating official prepares and signs the initial summary rating, meets with the executive for a detailed discussion of the goals, accomplishments, feedback from employees, customers, and key stakeholders, and the significance of these factors in assessing the executive's actual performance over the rating period. The rating official gives the executive a copy of the signed appraisal form. At this time, the executive is also notified of his or her right to prepare a written response and request a higher level review (see [421.3.4\(f\)](#)).

c. *Appraisals for Position Changes, Details, and Long Term Training*

When a senior executive changes positions within the Agency or transfers to another agency after completing the minimum appraisal period, the losing supervisor must appraise the executive's performance in writing before the executive leaves. The gaining supervisor must consider the appraisal when developing the initial summary rating at the end of the appraisal period.

When USAID details or temporarily reassigns an executive within the Agency for a period expected to last 120 days or longer, the gaining supervisor must provide the executive with written performance elements and standards as soon as possible, but not later than 30 calendar days after the beginning of the detail or temporary reassignment. The gaining supervisor must appraise the executive's performance in

writing, and this appraisal must be factored into the initial summary rating prepared at the end of the rating period by the rating official.

When USAID details an executive away from the Agency for 120 days or longer, the executive's rating official must make a reasonable effort to obtain appraisal information from the outside organization. The rating official must consider the information in developing the initial summary rating at the end of the appraisal period.

USAID treats a long-term training assignment in the same way as a detail away from the Agency.

When an executive moves to another agency, the rating official must forward all appropriate performance-related documents five years old or less in the Employee Performance Folder along with the executive's Official Personnel Folder.

d. Summary Rating Levels

The SES Performance Management System uses five summary rating levels: Outstanding, Exceeds Fully Successful, Fully Successful, Minimally Successful, and Unsatisfactory. The rating official must assign one of the following summary rating levels to each individual performance element:

- Outstanding (Level 5). Performance that is substantially higher than the standard for fully successful and represents an extraordinary level of performance and major documented accomplishments. A rating of outstanding is meant to connote an extraordinary level of achievement and commitment in terms of time, technical knowledge, skill, ingenuity, creativity, and initiative in the attainment of organizational objectives.
- Exceeds Fully Successful (Level 4). Performance that consistently and significantly exceeds the level of accomplishment required to meet the fully successful standard.
- Fully Successful (Level 3). Performance that fully and consistently meets the requirements and expectations of the job laid out for the fully successful standard.
- Minimally Satisfactory (Level 2). Performance that does not fully meet the performance standard set for fully successful. This may be evidenced by the need for greater supervisory review, or discussion and correction than is necessary at the fully successful level. When performance falls below fully successful, a formal improvement plan must be put in place, describing what both the executive and the supervisor will do to improve the executive's performance.

- Unsatisfactory (Level 1). Performance that clearly fails to meet a performance standard set at the fully successful level. When performance is unsatisfactory on a critical performance element, corrective action must be taken.

e. *Annual Summary Ratings of Record*

The rating official must then appraise the executive's overall performance by assigning one of the following five summary ratings. The executive's overall annual summary rating will be derived as follows:

- Outstanding. Executive consistently and significantly exceeded expectations on performance elements with the majority rated outstanding. No performance element is rated below exceeds fully successful.
- Exceeds Fully Successful. Executive consistently met or exceeded expectations on all performance elements with the majority rated exceeds fully successful. No performance element is rated below fully successful.
- Fully Successful. Executive met expectations on all performance elements.
- Minimally Satisfactory. Executive was marginally acceptable in meeting expectations in one or more performance elements. Needs improvement.
- Unsatisfactory. Executive did not meet expectations in at least one or more performance elements.

f. *Review of Appraisal*

The executive reviews his/her appraisal and has ten workdays to provide a narrative statement or request a higher level review or both. If no higher level review is requested, the initial summary rating is forwarded directly to the Performance Review Board.

An executive who disagrees with the initial summary rating may request a higher level review as follows:

- The executive must request a higher level review in writing within ten workdays of receipt of the initial summary rating. The request must be submitted to the Chief, Executive and Performance Management Division (M/HR/EPM).
- The higher level review must occur prior to submitting the rating to the Performance Review Board.

- The reviewing official must prepare a separate written finding and recommendation to the PRB within ten working days of receipt of the initial summary rating. The reviewing official may not change the initial summary rating but may recommend a rating other than that assigned by the rating official. A copy of the reviewing official's finding must be provided to the senior executive, the rating official and the PRB.

421.3.5 PRB Review and Approval of Ratings

Effective Date: 10/01/2005

a. Composition of PRB

The Performance Review Board consists of a minimum of three members recommended by the Executive Resources Board for final approval by the Administrator or Deputy Administrator. The majority of PRB members must be career members of the SES. USAID may appoint a public member and/or career member of the Senior Foreign Service to serve on the Board.

The names of PRB members must be published in the Federal Register.

USAID must appoint PRB members in such a manner as to ensure consistency, stability, and objectivity in recommending ratings, bonuses, and base pay adjustments.

b. Performance Review Board Review of Ratings of Records

The PRB reviews and evaluates the initial summary rating, the rated executive's written response, and the written recommendations prepared by the reviewing official, conducting any further review, as necessary. In reviewing each executive's individual performance, the PRB takes into account organizational performance, based on annual assessments of the Agency's performance with respect to each Bureau/Office, and the Agency's strategic planning initiatives.

The PRB must make a written recommendation to the Administrator concerning each executive's initial summary rating, ensuring that only those executives whose job performance exceeds normal expectations are rated at levels above fully successful. If the Board's recommendations differ from the recommendation of the rating official and/or reviewing official, the Board's rationale for the recommended change must be documented.

The primary product of the PRB is a unified set of recommendations for annual summary ratings, bonuses, performance-based pay adjustments, and nominations for Presidential rank awards. The PRB must base its recommendations on the extent to which the executive met organizational goals, with due consideration given to employee and customer perspectives. See [421.3.9](#), Performance Bonuses, Pay Adjustments, and Rank Awards.

The PRB submits its recommendations through the Director, Office of Human Resources (M/HR/OD), to the Administrator for final decision.

PRB members may not take part in Board deliberations involving their own appraisals, bonuses, or pay adjustments, or those of their immediate supervisor.

421.3.6 Final Approval of Annual Summary Rating

Effective Date: 10/01/2005

The Administrator assigns annual summary ratings, giving due consideration to the recommendations of the Performance Review Board. The Administrator certifies that the results of the SES appraisal process make meaningful distinctions in pay, including both base pay adjustments and performance awards, and performance ratings.

Upon final approval by the Administrator, the PRB provides annual summary ratings to the senior executives and these ratings are not appealable or grievable. However, the executive may appeal allegations of prohibited personnel practices in conjunction with the appraisal process to the Office of Special Counsel.

The Agency may not prescribe a forced or pre-established distribution of ratings.

421.3.7 Use of Performance Appraisals

Effective Date: 10/01/2005

a. USAID uses annual summary ratings as a tool for managing executive performance by using the results as a basis for adjusting base pay, training, rewarding, reassigning, transferring, retaining, or removing employees from the SES.

b. An executive who receives one unsatisfactory annual summary rating must be reassigned or transferred within the SES or removed from it. Removal from the SES is mandatory for any executive who receives two annual summary ratings of unsatisfactory in any period of five consecutive years or who receives two annual summary ratings of minimally satisfactory or unsatisfactory in any period of three consecutive years.

Removal of a career executive may not occur within 120 days after the appointment of a noncareer in the supervisory chain of command who has authority to remove the executive.

c. If the annual summary rating is below the fully successful level, and the executive is retained in the SES, the executive must be provided a formal improvement plan. This plan describes what both the executive and the supervisor will do to improve the executive's performance to achieve performance at the fully successful level, including but not limited to, formal or on-the-job training, counseling, closer supervision, and mentorship. The executive is advised of any personnel action being taken and the effect of another less than fully successful rating.

421.3.8 Notice Requirements and Placement Rights

Effective Date: 10/01/2005

- a. USAID must notify a senior executive in advance before the senior executive is reassigned, removed, or reduced in SES pay for performance reasons.
- (1) A career executive must receive a 15-calendar day advance written notice before USAID reassigns him or her within a commuting area for performance reasons.
 - (2) A career executive must receive a 15-calendar day advance written notice before receiving a reduction in pay.
 - (3) A career executive post-probationer must receive a 30-calendar day advance written notice before the effective date of removal from the SES. The executive is entitled, upon request, to an informal hearing before an official that is designated by the Merit Systems Protection Board. Such request must be made at least 15 calendar days before the effective date of the action. A removal for performance is not appealable to the Merit Systems Protection Board under 5 U.S.C. 7701. The conduct of an informal hearing does not delay the effective date of removal.
- b. Career executives are afforded placement rights if they are removed from an SES position for performance reasons.
- (1) An executive is entitled to be placed in a vacant position (other than an SES position) in any agency, that is:
 - (a) A continuing position at GS-15 or above, or equivalent, that will last at least three months; and
 - (b) A position for which the executive meets the qualification requirements.
 - (2) A probationary appointee, or a non-probationary appointee, who at the time of appointment to the SES held a career or career-conditional appointment (or equivalent) is entitled to be placed in a position of tenure equivalent to that of the appointment held at the time of appointment to the SES.
 - (3) A career executive removed from an SES position for performance reasons is entitled to receive basic pay at the highest of:
 - (a) The rate of basic pay in effect for the position in which they are placed;
 - (b) The rate of basic pay currently in effect for the position which the executive held in the Civil Service immediately before being appointed to the SES; or

(c) The rate of basic pay in effect for the executive immediately before removal from the SES.

c. USAID may remove a non-career or limited appointee from the SES with a written notice of at least one day prior to the effective date of the removal.

USAID may reassign a non-career or limited appointee at any time to a General position for which the individual is qualified. However, reassignment of a non-career appointee must have the prior approval of OPM.

421.3.9 Performance Bonuses, Pay Adjustments, and Rank Awards

Effective Date: 10/01/2005

a. *Annual Performance Management and Pay Administration Plan*

The Office of Human Resources (M/HR) issues a Performance Management and Pay Administration Plan approved by the Administrator each year. This Plan has guidelines which apply to pay actions for the SES, including performance-based pay adjustments and bonuses which are subject to available funding. M/HR and PPC/RA prepare joint recommendations on the level of funding for the Plan each year. The Administrator approves the funding level prior to PRB consideration of individual pay adjustments. USAID must provide the Plan to the Performance Review Board to guide their deliberations and recommendations on SES performance ratings and performance-based pay adjustments and bonuses.

b. *Performance Bonuses*

The Agency distributes bonuses in accordance with guidelines in its annual Performance Management and Pay Administration Plan and regulations in 5 CFR Part 534, Subpart D. The Agency adheres to the following requirements:

- (1) The total amount of bonuses USAID distributes in a given fiscal year may not exceed 10 percent of the aggregate payroll for SES career employees as of the end of the previous fiscal year in which the award payments are made.
- (2) Bonuses may not exceed 20 percent of base pay and must be at a minimum of 5 percent of base pay as of the end of the executive's performance appraisal period.

USAID may consider for appropriate recognition executives whose annual summary rating is at least fully successful, based on the relative value of their achievement to the accomplishment of organizational goals, the degree of difficulty inherent in successful achievement by the executive, and other factors that the PRB deems appropriate.

c. Pay Adjustments

USAID makes performance-based pay adjustments consistent with its annual Performance Management and Pay Administration Plan and the regulations in 5 CFR Part 534 subpart D. In administering pay adjustments, the Agency adheres to the following regulatory and policy guidance:

- (1) USAID bases pay adjustments on individual performance and/or contribution to the Agency's performance, as determined under the Agency's performance management system. In assessing an executive's performance, the PRB may consider such things as unique skills, qualifications, or competencies that the individual possesses, and their significance to the Agency's performance, as well as the executive's current responsibilities.
- (2) Executives who demonstrate the highest levels of individual performance and make the greatest contributions to the Agency's performance receive the highest pay adjustments.
- (3) A senior executive who receives a summary performance rating of outstanding must be considered for an annual pay adjustment.
- (4) The maximum rate of basic pay any executive may receive is up to the rate for level II of the Executive Schedule. However, in accordance with the limitations in 5 CFR 534.403(a)(2) for setting an executive's rate of basic pay higher than the rate for level III of the Executive Schedule, USAID reserves those higher rates for those executives who have demonstrated the highest levels of individual performance and/or made the greatest contributions to the Agency's performance.
- (5) An executive who receives an annual summary rating below fully successful may not receive an annual pay adjustment. Executives who are rated less than fully successful may have their rate of pay reduced by no more than 10 percent. However, prior to reducing an executive's rate of basic pay, the Agency must provide him or her with written notice and an opportunity to respond, as set forth in 5 CFR 534.404(j). (See section 421.3.8(a)). Any pay reduction requires the final approval of the Administrator, who makes a final determination with respect to an executive's request for reconsideration.
- (6) Individual base pay adjustments must reflect meaningful distinctions within a single performance rating level and between performance rating levels.
- (7) Executives may not receive more than one pay adjustment in any 12-month period. The following actions are considered pay adjustments:
 - (a) The setting of an executive's rate of basic pay upon initial appointment or reappointment to the SES; and

(b) Any pay adjustment (increase or reduction) including pay increases resulting from waiver of the 12-month rule.

The Administrator or designee may authorize exceptions to the 12-month rule (see 5 CFR 534.404(c)(4)). Exceptions include:

- Recruitment;
- Retention;
- Exceptionally meritorious accomplishment;
- Reassignment to a position with substantially greater scope and responsibility; and
- Realignment of an executive with the Agency's appraisal or pay adjustment cycle.

d. Rank Awards

The selection of nominees for Presidential rank awards is based on a record of sustained superior executive performance over multiple annual performance cycles.

421.3.10 Records Management

Effective Date: 10/01/2005

The annual summary rating of record approved by the Administrator must be filed in a separate Employee Performance Folder (EPF) maintained for each executive for a minimum of five years. Additionally, justifications and documentation of awards other than those based on the PAR must be retained in the EPF.

Upon transfer of the executive to another Federal agency, the responsible M/HR/EPM staff member will forward all appropriate performance-related documents five years old or less to the gaining agency.

421.3.11 System Evaluation

Effective Date: 10/01/2005

The Executive Resources Board (ERB) evaluates all aspects of the SES Performance Management System. The ERB evaluates the SES Performance Management System on a regular basis and reports its findings and recommendations to the Administrator. This normally will be done after an end-of-year appraisal cycle upon completion of the PRB's annual deliberations regarding review of final ratings and recommendations for bonuses, base pay adjustments, and Presidential rank award nominations.

421.4 MANDATORY REFERENCES

Effective Date: 10/01/2005

421.4.1 External Mandatory References

Effective Date: 10/01/2005

- a. [5 USC 4311-4315](#)
- b. [5 USC 5381-5385](#)
- c. [5 CFR Part 430, Subpart C](#)
- d. [5 CFR Part 534, Subpart D](#)

421.4.2 Internal Mandatory References

Effective Date: 10/01/2005

421.4.3 Mandatory Forms

Effective Date: 10/01/2005

421.5 ADDITIONAL HELP

Effective Date: 10/01/2005

421.5.1 Optional Forms

Effective Date: 10/01/2005

421.6 DEFINITIONS

Effective Date: 10/01/2005

Annual Appraisal Period

USAID has an official performance appraisal period for which an annual summary rating must be prepared that runs from October 1 through September 30 of the following year.

Annual Summary Rating

The overall rating level that an appointing authority (the Administrator) assigns at the end of the appraisal period after considering the Performance Review Board's (PRB's) recommendations. This is the official rating of record.

Appointing Authority

The Agency Head or other official delegated authority to make appointments in the Senior Executive Service who assigns the official rating, approves bonuses and pay adjustments.

Appraisal Period

The established period of time for which an executive's performance will be appraised and rated.

Balanced Measures

An approach to performance measurement that balances organizational results with the perspectives of distinct groups including customers and employees.

Element

A key component of an executive's work that contributes to the achievement of organizational goals and results and is so important that unsatisfactory performance of the element would make the executive's overall job performance unsatisfactory.

Element Rating

The written record of the appraisal of each element and the assignment of one of five summary rating levels.

Executive

A member of the Senior Executive Service; also referred to as a "member," or a "senior executive."

Initial Summary Rating

An overall summary rating level the rating official derives from appraising the executive's performance during the appraisal period and forwards to the Performance Review Board.

Pay Adjustment

A change from one salary rate to another salary rate while employed in the SES. Pay may be adjusted once in any 12-month period.

Performance

The accomplishment of assigned work described in the executive's performance plan.

Performance Appraisal

The review and evaluation of an executive's performance against established performance elements and standards established at the beginning of the appraisal period.

Performance Appraisal Report (PAR)

The completed USAID form (Form AID 410-10) (10/05) used to document the executive's performance plan, progress reviews, modifications, if any, interim ratings and the annual summary rating.

Performance Management System

A framework of policies/procedures established for planning, monitoring, developing, evaluating, and rewarding individual and organizational performance and using personnel information for use as a basis for making other employment decisions.

Performance Plan

The written summary of work the executive is expected to accomplish during the appraisal period and the standards against which performance will be evaluated. The plan addresses all elements established for the executive.

Performance Review Board (PRB)

A group of executives appointed by the Administrator that provides recommendations regarding SES performance appraisals, bonuses, pay adjustments, and rank award nominations.

Performance Standard

A statement concerning the level of performance expected for an element.

Progress Review

A review of the executive's progress in meeting established performance elements and standards. A progress review normally occurs midway through the appraisal period.

Rating Official

The executive's immediate supervisor who prepares the initial summary rating.

Reviewing Official

A higher level management official, (normally the Bureau Head or Deputy Administrator), who will review an initial rating prepared by the executive's rating official.

Summary Performance Levels

USAID's SES performance management system has five summary performance levels: Outstanding, Exceeds Fully Successful, Fully Successful, Minimally Satisfactory, and Unsatisfactory.

Strategic Planning Initiatives

Agency strategic plans, annual performance plans, organizational work plans, and other related initiatives.

Summary Rating

The overall rating assigned to an executive's job performance through the systematic assessment of individual element ratings.

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