UNITED STATES DEPARTMENT OF AGRICULTURE National Agricultural Statistics Service

Washington, D.C. 20250-2000

Operations Memorandum No. A-2-05 FOR OFFICIAL USE ONLY

SUBJECT: Performance Recognition In NASS

EFFECTIVE: March 11, 2005 **EXPIRES:** April 1, 2006

FOR ACTION BY: State Statistical Offices and Headquarters Units

SEND RESPONSE TO: SSO and Headquarters Award Committees

DUE DATE: See Section III. Due Dates

PROJECT CODE: None

REFERENCE: Policy and Standards Memorandum 59

Approved by: /(/(onald

I. GENERAL: The NASS Performance Recognition Program strives to create an environment in the NASS workplace where we can all recognize and celebrate employee excellence in effort and accomplishment. Employee recognition for performance is accomplished through both the performance appraisal process and the awards program. Both systems are described in this Operations Memorandum (OM). The performance appraisal and awards programs will be administered as fair and equitable processes to express appreciation for extraordinary work. Noteworthy effort by individuals and teams will be rewarded throughout the year with selected awards (soon after special performance has been demonstrated), at the end of the year in the annual Awards for Excellence program, and through a performance bonus system based on the employee's end-of-year performance rating of record.

Supervisors will recognize special acts by employees throughout the year with spot awards, time off awards, and non-monetary awards. At the end of the rating year, supervisors will provide a performance appraisal for the rating period. Employees will assist in the performance evaluation process by documenting their accomplishments for each performance element. Performance ratings by supervisors will determine employee eligibility for performance bonuses following the rating period. Also at the end of the rating year (October 1 to September 30), supervisors and award committees will determine those accomplishments by individuals and teams that merit special recognition in the NASS Awards for Excellence program. Supervisors will consider all input from employees and coworkers regarding accomplishments.

- II. PERFORMANCE APPRAISAL AND RECOGNITION: Each employee will receive a rating of record if they have served under written performance elements and standards (performance plan) for the minimum appraisal period (90 days) and there is adequate basis to rate the employee. The standard appraisal period in NASS, except for unusual individual situations, is October 1 through September 30. An employee must be appraised on each element in the performance plan unless the employee has had insufficient opportunity to demonstrate performance in the element. After the end of the appraisal period, the rating official will compare the overall performance of the employee with respect to each element and its standard.
 - A. **Performance Elements and Standards:** Every employee will have five rating elements with specified performance standards. Three elements will be designated as critical and two are weighted as non-critical. The first critical element for supervisors will be for Leadership, Supervision, and Project Management. For non-supervisors, the first critical element is Teamwork, Equal Opportunity/Civil Rights (EO/CR), and Project Management. Promoting EO/CR principles is a part of NASS core values for every employee. A second critical element, for both supervisors and non-supervisors, will be for demonstrating support for Mission Results and Goal Accomplishment. This relates to completing work goals aligned with the NASS/REE/USDA guidelines and strategic plans. This element is comparable to the element included in the 2004 evaluation program as amended for 2005. The third specific critical element for supervisors is Equal Opportunity and Civil Rights. For non-supervisors, the third critical element is Technical and Analytical Performance. A very important element, with a noncritical weight, that applies to all employees relates to Customer Service and Communication (internal and external) throughout the evaluation period. A second important element with a noncritical weight will be Initiative and Innovation. All employees are responsible for showing initiative that accomplishes and adds value to their work assignments without constant supervision or instruction.

The following table summarizes the Elements and Weights for Supervisors and Non-Supervisors:

Supervisory Element	Non-Supervisory Element	Weight
Leadership, Supervision, & Project Mgmt.	Teamwork, EO/CR, & Project Mgmt.	Critical (2)
Mission Results & Goal Accomplishment	Mission Results & Goal Accomplishment	Critical (2)
Equal Opportunity and Civil Rights	Technical and Analytical Performance	Critical (2)
Customer Service & Communications	Customer Service & Communications	Noncritical (1)
Initiative & Innovation	Initiative & Innovation	Non-critical (1)

B. Rating Period Accomplishments and Feedback: Every employee is required to submit documentation of their accomplishments to their supervisor by September 9 in preparation for the annual performance appraisal. Accomplishments are to be summarized on Form AD 435-A&B or on no more than two separate pages. This documentation will be attached to the Performance Appraisal summary form. The accomplishments will provide significant input to supervisors for evaluating performance. Supervisors will use

appropriate forms to indicate the performance feedback given to employees during the mid-year and end of year reviews.

C. <u>Element Rating:</u> The rating official will assign a rating for each element (critical and noncritical) as follows:

Exceeds Fully Successful – Performance on an individual element completely exceeds the performance standard established for the fully successful level. (Reasons for this rating should be fully evident in the accomplishment report.)

Meets Fully Successful – Performance on an individual element meets, or exceeds only to a limited degree, the performance standard established for the fully successful level. Fully successful is solid, effective performance. To be fully successful, employees must meet expectations in terms of quality, and timeliness in their work. Being fully successful means little supervision is required. To exceed fully successful in a rating year the employee must add significant extra value within the elements of their performance plan. Those exceeding the requirements for a weighted majority of elements will receive a rating of superior and the outstanding performers will have exceeded the standards for all elements.

Does Not Meet Fully Successful – Performance on an individual element falls short of the performance standard established for the fully successful performance level. (The reasons for this rating must be documented and the program for improvement included in the Individual Development Plan for the employee.)

D. Performance Appraisal Summary Rating Form NASS 435-P (Attachment 1): First level supervisors will sign the form NASS 435-P and discuss their preliminary ratings with their supervisor. This second level supervisor will sign the NASS 435-P form as Reviewer to indicate agreement with the preliminary rating. To promote consistency in ratings throughout Divisions and Field Offices, the Approving Official will be the responsible Senior Executive. Inconsistencies among raters or excessively high or low ratings may result in further discussion and modification of an initial rating. Final ratings are not determined until the Approving Officials have compared ratings across the Agency and communicated results back to supervisors. Only then may supervisors begin performance discussions and communicate ratings to employees.

Summary ratings are assigned as follows:

Outstanding – All appraisal points are at "Exceeds Fully Successful."

Superior – More appraisal points are at "Exceeds Fully Successful" than at "Meets Fully Successful" and none are at "Does Not Meet Fully Successful."

Fully Successful – Any combination of appraisal points which falls between "Superior" and "Minimally Acceptable."

Minimally Acceptable – Noncritical "Does Not Meet" appraisal points totaled more than the "Exceeds Fully Successful" point total and no critical element was rated "Does Not Meet". New employees and some experienced employees having difficulty in a given

year may fall short of fully successful. Supervisors will work with these employees to elevate performance.

Unacceptable – One or more <u>critical</u> elements are appraised at "Does Not Meet." This rating for an employee at any time will require a written notification and will necessitate a corrective personnel action. (Contact the AFM Human Resources Division as soon as poor performance is identified.)

E. Performance Bonus Awards: The performance based summary ratings will provide monetary awards for sustained employee contributions that exceed standards. NASS will recognize exceptional staff performance with three levels of recognition. Separate award amounts will be attached to the specific performance bonus summary ratings of 1) Outstanding, 2) Superior, and 3) Qualifying Fully Successful (2 or more appraisal points at "Exceeds Fully Successful" and none at "Does Not Meet"). Specific bonus amounts will be determined by the Administrator in the budget process. Alternatively, an employee with an "Outstanding" rating of record may be recommended for a Quality Step Increase (QSI) instead of a performance bonus. Summary ratings on form NASS 435-P that qualify for a performance bonus in NASS are as follows:

			Does Not
Ratings Qualifying For Bonus	Exceeds	<u>Meets</u>	<u>Meet</u>
Outstanding	8	0	0
Superior	7	1	0
Superior	6	2	0
Superior	5	3	0
Fully Successful	4	4	0
Fully Successful	3	5	0
Fully Successful	2	6	0

Any other combination of rating points, including any rating of "Does Not Meet", will result in exclusion from the performance bonus.

- F. <u>Due Dates for Performance Ratings:</u> Supervisors will close out the Pass/Fail System with a Pass or Fail Rating of Record for each employee during the mid-year review in April 2005. Employees will receive their performance plan under the new program during the same mid-year meeting.
 - Employees' documentation of accomplishments is due to their supervisor on or before September 9, 2005. Each employee is required to document the scope and impact of their performance relative to the five rating elements. Supervisors who report to Senior Executives should report their accomplishments on or before September 16, 2005.
 - Preliminary ratings agreed to by first level (rater) and second level (reviewer) supervisors are due to NASS Human Resources Services Office (HRSO) by COB September 23, 2005.
 - NASS Senior Executives (Approving Officials) will evaluate the preliminary ratings across NASS to promote rating consistency and will communicate approved ratings to supervisors by October 7, 2005.

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 NASS supervisors will discuss ratings with employees from October 10 to October 28, 2005, and provide signed copies of Form NASS-435-P and Form AD-287-2 to HRSO by October 31, 2005. Forms should be forwarded to HRSO in groups as they are completed throughout the discussion period.

- III. AWARDS FOR EXCELLENCE PROCESS AND DOCUMENTATION: An integral part of NASS employee recognition is the annual Awards for Excellence program which rewards employees for outstanding achievements during the year that greatly contributed to furthering Department, Agency and unit goals, performance, or core values. The annual awards ceremony will continue to honor and celebrate the outstanding efforts and contributions of NASS employees by their peers and management. The following awards are conferred on deserving NASS employees:
 - Administrator's Award for Excellence
 - Circle Award for Team Excellence
 - Cooperator of the Year Award for Excellence

The highest level of <u>individual</u> achievement is recognized through the NASS Administrator's Award for Excellence. This award is given for outstanding efforts that truly advance NASS service, quality, efficiency, productivity, or Agency recognition. Nominations are sought for employees in single-interval, double-interval, and supervisory positions. Each category will be evaluated separately, allowing all nominees to compete among their peers. This award is not necessarily dependent upon the Summary Rating level, but rather upon specific extraordinary accomplishments. The Administrator's Award is \$3,000 independent from having received a Performance Rating Bonus <u>or</u> a Quality Step Increase (QSI). A QSI recipient no longer automatically receives the Administrator's Award, but may be nominated separately to receive the Award for Excellence.

The highest level of <u>team</u> achievement will be recognized with a NASS Circle Award for Team Excellence. The budget for team awards will be determined by the Administrator. All NASS teams that achieved their goals, objectives, and assignments during FY 2005 should be considered for special recognition. The IAC will issue a call for team award nominations to all supervisors by September 27, 2005. Proposed team awards must be prepared by managers or team sponsors for submission to the IAC by October 21, 2005. Award winning teams will be recommended by the IAC and approved by the Administrator in the same manner as individual awardees. The previous requirement for a team award during the year in order to qualify for a Circle Award at the end of the year no longer applies.

Extraordinary accomplishments by non-federal NASS coworkers will be recognized with the Cooperator of the Year Award for Excellence. Outstanding cooperators will be recognized in the Awards for Excellence ceremony in Washington, D.C. and receive Keepsake Awards to commemorate their outstanding contributions.

A. NASS Incentive Awards Committee: The NASS Incentive Awards Committee (IAC) is comprised of the chairpersons of each of the HQ Division and FO Award Committees, plus an additional member from the Field Offices (FO) Committee. Division Award Committees should be named and chairpersons selected by September 2, 2005, to serve for the end-of-year awards process. Appointments for at least two-year rotating terms are recommended to maintain experience and consistency on the Committee. Division and

FO award committees will assist supervisors to identify and document extraordinary contributions. The IAC recommends selections to the Administrator for the NASS Administrator's Award for Excellence, the Circle Award for Team Excellence, and the non-federal awardees for Cooperator of the Year. The IAC will recommend the specific Circle Award amount to be shared among team members. The IAC also serves as an advisory panel to the Administrator for the awards program.

B. Recommendation and Approval of Awards Form AD-287-2 (Attachment 2): All information requested on Form AD-287-2 must be completed. Spot, Time-off, and Keepsake Awards will be signed by first level supervisors as Recommending Individual, and by second level supervisors as Approving Official. Nominees for Awards for Excellence will have a Form AD-287-2 signed by first level supervisor and initialed by second level supervisors as Recommending Officials and then signed by a Senior Executive as the Reviewing Official. The Administrator will sign as Approving Official for Awards for Excellence. The citation for the award should capture the tone of the employee's (or team's) achievements and MUST be limited to 25 words or less. To indicate an Administrator's Award for Excellence, check "Extra Effort" and type "Administrator" in the space below Extra Effort under Item 12. Final nominees for the Administrator's Award will be recommended by the NASS Incentive Awards Committee (IAC) based on the written justifications.

All Groups or Teams working during FY 2005 are eligible to be nominated for the Circle Award for Team Excellence. Nominating officials will initiate an AD-287-2 for Circle Award nominees with "Extra Effort" checked, and "Circle" typed in the space below Extra Effort. Justification must be attached. Each individual in the group will share a group cash award. Nominating officials may recommend a specific allocation of the award among team members. For Cooperator of the Year Awards, nominating officials should check "Keepsake" and type in "Cooperator" in the space below keepsake under Item 12.

C. <u>Awards for Excellence Committee Action Form (Attachment 3):</u> The Committee Action Form will serve as an official record documenting actions and approvals by Committee Chairs. The <u>Committee Action Form must be attached to each AD-287-2 recommending an Award for Excellence</u>. A copy of this form is maintained on the NASSNet under Human Resources.

<u>Award Justification:</u> A quality justification (limit to one page, if possible) must be submitted to document the exceptional contribution and the breadth of impact on agency quality, efficiency, productivity, service, public relations, or core values. The individual or team role in scope of accomplishments, contributions, or creativity considered to be exceptional must be fully explained. Accomplishments prepared by staff should be reviewed and may be enhanced by supervisors to ensure that all aspects of the nominee's annual performance are included in the justification.

D. Due Dates for Awards for Excellence:

• Employee documentation of accomplishments is due to their supervisor on or before September 9, 2005. Each employee's required accomplishment report should include the documentation on the scope and impact of their extraordinary contributions to NASS performance or service as a government agency.

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- Recommendations for the NASS Administrator's Award and the NASS Cooperator of the Year Award are due on or before October 14, 2005: HQ Divisions and Field Operations (FO) Awards Committees must receive recommendations for the Administrator's Award for Excellence and the NASS Cooperator of the Year Award no later than October 14, 2005. The FO and Division Awards Committees should schedule to meet in Headquarters the week of October 17-21, 2005 to review all SSO and Division award nominations and discuss recommendations with the respective Senior Executive.
- Nominations from the HQ Division/FO Awards Committees are due to the IAC on or before October 21, 2005: Nominations for the Administrator's Award, NASS Circle Award, and Cooperator of the Year Award must be received by the IAC on or before October 21, 2005. All nominations signed and forwarded from supervisors and award committees will be given consideration by the IAC for the Awards for Excellence. The IAC will convene during the week of October 24-28, 2005. IAC members will first categorize the nominations into single and double interval job series with supervisory positions considered separately. The IAC members will then rank the nominations within category and submit the total ranking scores to the Administrator.
- **Final Approvals for Processing by November 3, 2005:** The Circle Awards, Cooperator of the Year Awards, and Administrator's Awards are subject to final approval by the Administrator. All approved awards and paperwork must be provided to the Budget and Administrative Services Office (BASO), by November 3, 2005 to ensure payment of awards during pay period 24 (to be received in employee checks the week of December 8, 2005).
- IV. <u>ADDITIONAL AWARD RECOGNITION</u>: Managers are encouraged to recognize staff accomplishments in a timely manner throughout the year with Keepsake, Time-Off, and Spot Awards. Group spot or keepsake awards should be used to recognize a team or group for a specific accomplishment, superior contribution on a short-term assignment, or for efforts that achieve cost savings during the year. Supervisors are the Recommending Individual for these awards, and the next level supervisor is the Approving Official.
- V. <u>COMMENDATION</u>: Plaques for Award for Excellence winners will be coordinated with each Division by BASO and Administrative and Financial Management (AFM) staff. Clocks will be ordered for Cooperator of the Year recipients. Each Division will be responsible for preparing Spot and Time-off award certificates for their Division as needed. Certificates will be provided to the Divisions by BASO.

The Awards for Excellence ceremony is tentatively scheduled for December 16, 2005. SSO and Headquarters award ceremonies should not be scheduled until they have been notified the plaques and certificates are available. BASO will notify committees of this schedule.

BUDGET AND ACCOUNTING CODES: Performance bonuses and Awards for Excellence will be paid in the first quarter of the fiscal year following the rating period. Division and FO awards budgets will be allocated to recognize employees with spot and keepsake awards in each HQ Division and Field Office throughout the fiscal year.

Each SSO should use their appropriate accounting codes for Spot and Keepsake Awards. NASS Circle Awards, Cooperator of the Year Awards, and the Administrator's Awards will be administered by the IAC and budgeted by the Office of the Administrator. Any questions regarding the NASS awards program, budget, policies or processing should be directed to Mary DeNardo, Management Analyst, DAFO/HRSO.

ATTACHMENTS: Performance Appraisal Form NASS-435P
Recommendation and Approval of Awards Form AD-287-2
Awards for Excellence Committee Action Form

United States Department of Agriculture			1 Social S	ecurity No.	2 Position N	umber	3 Pay Plan	4 Occup Series	
Performance Apprais	al								
5 Name (Last, First, Middle Initial)				6 Grade/Ste	ep or Pay Level	7 Appraisal P	eriod	_	
						From	To		
8 Official Position Title				9 Organizat	ion Structure Code	,			
	Laa			140			40 NEO II.		
10 Duty Station	111	Funding U	nit	12	Agency Use		13 NFC Use		
Instructions Blocks 1 through 10, completed by NFC, should be reviewed and, if necessary, corrected. Block 11. Enter funding unit number. Block 14. Enter brief description of performance elem Block 15A. Check performance elements identified as critical.	nents.			2 for critica in appropria Blocks 15E, Block 15H. E Block 16A. C table (16B)	15F, 15G. Enter tot inter total from 15E heck off the correct	or non-critical elem tal of each column. , 15F and 15G. It summary rating o	ents	ision	
14 Performance El	ements				15A Critical Element (~)	15B Exceeds Fully Successful	15C Meets Fully Successfu	15D Does Not Meet Fully Successful	
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2)									
3)									
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10)									
16B <u>Decision Table (check off Summary Rating in</u> Rating of Outstanding if 15E equals 15H.	block 16 A)					15E Exceeds	15F Meets	15G Does Not Meet	
Rating of Unacceptable if any critical element is rated in 15D. Rating of Superior if no element is rated in 15D; 15F is greater						15H Enter total		15H	
than zero; and 15E is greater than 15F.	than zero; and 15E is greater than 15F.					15E + 15F + 15G = 15H			
Rating of Minimally Acceptable if 15G is greater than 15E, and no critical element is rated in 15D					mmary Rating (See Decision Table in 16B)				
Rating of Fully Successful if none of the above	е арріў.						.,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
						Outsta	nding		
17 Employee (Check off appropriate box)				Yes		Superio	or		
I have a copy of USDA and Agency regulations on emp and conduct; I have discussed them with my supervisor been answered to my satisfaction.	ployee respon or and question	sibilities ns have	·	No		Minima	uccessful Illy Acceptable		
18 Employee's Signature	Date		If employee	did not sign, :	state reason.		eptable ¹ / actory for SES		
							y Acceptable fo	or SES	
(Instructions for resolutions of disputes are on the reverland 19 Supervisor's Signature	Date	ее сору.)	20 Rev	iewer's Signa	ature	L	In	ate	
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21 Approving Official's or Funding Unit Manager's Signature (optional)	Date		22 FOF	R SES ONLY					
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	_							Form NASS 435P	

It is the policy of the Department to ensure that consideration for awards is made without regard to race, color, national origin, religion, sex, age, marital status, disability or other nonmerit factors.

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	RECOMMENDATION & APPROVAL OF AWARDS												
NOTE	: For group	awar	ds, attach list	of group me	embers. Show data in Items 2-9, and award amoun					nt for each payee.			
1. AGE	NCY				2. NAME OF EMPL	LOYE	E (Last, fi	irst, middle initial)					
3. SOC	IAL SECURI	TY NO			4. POSITION TITLE	=			5. PAY	PLAN-SERIES / GI	RADE / S	STEP	
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10. LIS	T AWARDS	OR QS	I'S IN THE PAS	T 52 WEEKS	(Specify type of awa	ard, a	mount rec	eived, and effective dat	e.)				
11 CIT	ATION: SUI	/MARIZ	E EMPLOYEE	SCONTRIBL	TION IN 25 WORDS	OR	LESS (Th	is language will appear	on the en	nlovee's certificate	.)		
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AWARDS FOR EXCELLENCE COMMITTEE ACTION FORM

		Employee or Team:			_	
		SSO or Division Committee:			_	
Divis	ion/FO	Awards Committee Action:				
		Recommended for Administrator's Award			Not Recommended	
		Recommended for Cooperator of the Year Awa	ırd		Not Recommended	
		Recommended for Circle Award			Not Recommended	
		Recommended for Quality Step Increase (QSI)			Not Recommended	
		Signature of Awards Committee Chair			Date	
Reco	mmenda	ation:				
		Nominated for NASS Administrator's Award for	or Excelle	nce		
		Nominated for Cooperator of the Year Award				
		Nominated for NASS Circle Award for Team E	Excellence			
		Nominated for Quality Step Increase (QSI)				
		Signature of Senior Executive			Date	
IASS	S Incent	ive Awards Committee Action:				
	Reco	mmended for Administrator's Award		Not I	Recommended	
	Reco	mmended for Cooperator of the Year Award	Recommended			
	Reco	mmended for Circle Award	Not F	Not Recommended		
	Reco	mmended for QSI		Not I	Recommended	
		Signature of NASS Incentive Awards Committee Chair	 ir		Date	
A dmi	<u>inistrato</u>	or's Approval:				
		Approved				
		Not Approved				
		Signature of Administrator			Date	

NOTE: This form must indicate the final award approval. It will be used to validate the final award on the AD-287-2.