



Performance Appraisal Application user guide

User Guide

National Security Personnel System (NSPS) Performance Appraisal Application (PAA)

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About This Guide

What Is the Performance Appraisal Application?

The Performance Appraisal Application (PAA) is one of two electronic support tools developed to help employees and supervisors manage performance under the National Security Performance System (NSPS). The PAA streamlines and automates performance management processes and documentation requirements and makes it easier and more efficient to track and monitor performance.

Who Should Use This Guide

The PAA User Guide is for employees and rating officials (usually managers or supervisors) who must enter or edit information contained in the NSPS performance plan. This information includes job objectives, contributing factors, interim review conversation results, self-assessments, evaluations, and rating official recommendations.

How the Guide Is Structured

This guide helps you get started with the PAA and serves as a reference whenever you need assistance with a particular function. There are two major sections in this guide:

- Performance Appraisal Application Procedures for Employees Shows employees how to work in the PAA. Work is divided into tasks that are presented under major headings with step-by-step procedures and screen captures. A brief description of the purpose and work context of both tasks and procedures is included.
- Performance Appraisal Application Procedures for Rating Officials —
 Shows rating officials how to work in the PAA. Work is divided into tasks, which are presented under major headings with step-by-step procedures and screen captures. A brief description of the purpose and work context of both tasks and procedures is included.

If you need to know how to perform a specific task or procedure, use the table of contents to locate the information.

Role-based Structure of the Performance Appraisal Application

Although the performance management process applies to all employees under NSPS, there are specific roles and tasks that are performed by two different categories of users: employees and rating officials.

The employee tasks involve inputting information into one's own performance plan and self-assessment. Rating official tasks are primarily concerned with determining the performance plans and ratings for employees whom the rating official is evaluating.

As an employee, you use the PAA to:

- Initiate or participate in the development of your performance plan
- View and edit information related to your performance plan
- Enter job objectives, self-assessments, and other information related to your performance plan and appraisal
- Route information to your rating official
- Acknowledge that performance-related results have been communicated to you

As a rating official, you use the PAA to:

- Initiate and edit information related to your employees' performance plans
- Enter job objectives, assessments, and other information related to your employees' performance plans or appraisals
- Approve performance plans, interim reviews, and annual appraisals
- Route performance plan and appraisal information to your employees
- Submit recommended ratings
- Edit ratings
- Change rating official assignments

Employees and rating officials are differentiated in the PAA by assignment to different permission levels that define the screens and functions used to perform its respective tasks. These permissions make the PAA a highly controlled environment: what a person at one permission level sees and does can be very different from someone assigned a different permission level. Permission levels, which are controlled via user ID and password, protect information from being accessed by unauthorized individuals.

You can access PAA screens by one of two links: My Biz and My Workplace. My Biz is the employee link for managing one's own individual information. My Workplace is the link that allows rating officials to access performance plans and appraisals for each employee for whom they are responsible. Employees who are also rating officials (normally, anyone who is a supervisor) will see My Biz and My Workplace. Employees with no rating responsibilities will see only My Biz.

Transfer, Sharing, and Ownership of Appraisal Records

The PAA allows employees and rating officials to transfer performance plans back and forth. Both roles can review the performance plan online, make contributions to it, and then transfer the performance plan back. Employees and rating officials can share the performance plan as often as necessary during a single appraisal cycle.

Either the employee or the rating official "owns" the performance plan at any given time. Employees transfer ownership by transferring performance plans to rating

officials, and rating officials transfer ownership back to employees in the same way. When the employee owns the performance plan, the rating official:

- Cannot update the performance plan unless the rating official retrieves it.
- Can see all sections of the performance plan. Any changes the employee makes to an in-progress self-assessment or overall feedback are not visible to the rating official until the employee transfers the appraisal record again.

When the rating official owns the appraisal record, employees:

- Cannot update the performance plan.
- Can view the performance plan for information only up to the last sharing point. Any changes the rating official makes to an in-progress performance plan after resuming ownership are not visible to the employee until the rating official transfers the appraisal record again.

Conventions

Standard conventions for format and layout are used in this guide to make it easier for you to view and understand information. The conventions are as follows:

Item	Convention
Tabs	Bold Example: Select the Notifications tab.
Links	Underlined Example: Select Show All Details.
Buttons	Bold; identified as a button Example: Select the Apply button.
Icons	Bold; identified as an icon Example: Select the Details pencil icon.
Column Heads	Bold Example: The icon is located in the Update column.
Field Names	Bold Example: Enter the date in the Appraisal Effective Date field in DD-MMM-YYYY format (20-OCT-2006).
Page Names	Italics Example: Select Update Action to go to the Details: Employee page.

Item	Convention
Section Names	Italics Example: Navigate down the page to the Job Objectives section.
Drop-down List Items	Title Case Example: Select Performance Plan from the Create drop-down list.
Variable portion of Page Name	Brackets [] Example: Select My Biz > NSPS Appraisals (My Biz) to go to the Main page with the Appraisals of [employee name] section displayed.

Steps

Steps are numbered and used to identify the actions required to complete a task. The table above and on the previous page describes the conventions used within a step to distinguish field names and other screen items, and provides an example of how each is used in a step.

Caution Icon

The caution icon is used to provide warnings. For example:



Do not use your browser Back button to return to the previous page.

Notes Icon

The notes icon supplies additional information. This may include NSPS policy information or details that do not relate directly to a step. For example:



NSPS requires that an employee be assigned at least one job objective.

Explanation Text

Explanation text located directly under a step provides additional information that might prove useful when completing a step or task. For example:

1. Perform a search to obtain a list of completed appraisals.

If you need additional information on searching, refer to the section titled *Performing a Search* in the appendix of this guide.

Follow-on Menu or Button Selections

Used to indicate when a menu or series of buttons is needed to complete a step. The item after the right-facing arrow indicates the follow-on item to select. For example:

2. Select Action \rightarrow Exit.

Field Descriptions

Most fields in the PAA are required. In field description tables, only optional fields are labeled. Default values are included in descriptions.

Using the Back Button

The ability to navigate to the previous page is provided on each page. If you want to move to a previous page, select one of the following:

• The **Back** button (Back) at the top of your page;

OR

• The Return to..... link in the lower left-hand corner of your page;

OR

• The Cancel button (Cancel).



Do not use the browser **Back** button to return to the previous page.



Cutting/Copying and Pasting

You can cut or copy and paste from another document into the PAA. Be aware that special characters may appear incorrectly in the field into which you are pasting the text. Take the time to review the text closely after you have pasted it. You may not see the characters the way they will actually appear (that is, incorrectly) in the system until you save your changes for that page.

Future Versions of this Guide

This guide contains information current as of the October 2006 version of the PAA. This guide will be updated as new features become available.

Performance Appraisal Application Procedures for Employees

The PAA stores, organizes, manipulates, and routes information regarding all aspects of the NSPS performance management process, including performance plans and appraisals. This section focuses on the employee's use of the system and details how to use the PAA to enter and edit to your own performance plan and self-assessments for interim and annual performance reviews.

Transfers and information-sharing is an important component of the activities covered in this guide. The following list outlines the sequence of tasks you and your rating official perform when using the PAA during the performance management cycle. The bold, italicized tasks are employee tasks and are covered in this section.

Performance Plan (Plan Phase)

- 1. The employee or rating official creates the performance plan.
- 2. The employee and rating official edit the performance plan until it is finalized.
- 3. The rating official approves the job objectives.
- 4. The employee acknowledges the performance plan.
- 5. The rating official approves the performance plan.

Interim Review (Monitor Phase)

- 6. The rating official creates the interim review.
- 7. The employee provides an interim review self-assessment (optional).
- 8. The rating official enters the assessment for the interim review.
- 9. The employee acknowledges the interim review.
- 10. The rating official approves the interim review.

Annual Appraisal (Rate Phase)

- 11. The rating official transfers the appraisal to the employee to provide a self-assessment and may conduct a conversation with the employee as part of an end-of-cycle review.
- 12. The employee provides a self-assessment (optional).
- 13. The rating official reviews the employee's self-assessment (if applicable).
- 14. The rating official submits his or her assessment and recommended rating for higher-level review and approval.
- 15. The pay pool panel reviews and approves the appraisal (using another online application outside of the PAA).
- 16. The rating official changes his or her rating of the employee, if necessary (in the PAA).
- 17. The rating official indicates that the appraisal was communicated to the employee.
- 18. The employee acknowledges that the appraisal was communicated to him or her.

Before you can perform any tasks, you must access the PAA. Follow the steps described below.

Logging on to the Performance Appraisal Application

To access the PAA, you must log on to SSHR and then navigate to the PAA. Follow these steps to log on to the PAA:

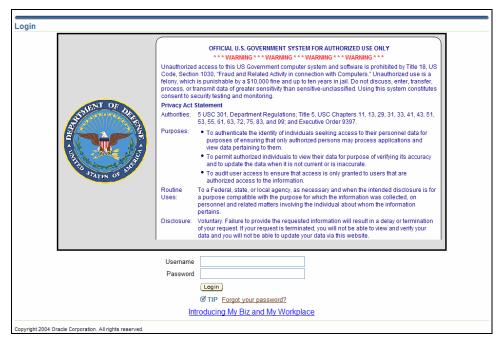


If you do not have log-on information, contact your Component.

- 1. Open your Web browser.
- 2. Enter the Web site address (different for each Component).

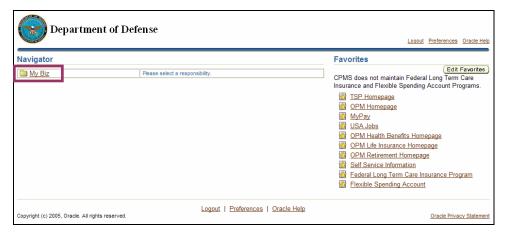


To get more information on how to access and log on to SSHR, visit your Component home page or http://www.cpms.osd/mil/regmod/selfservice.



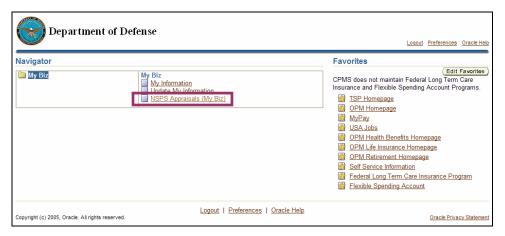
Log-on screen for SSHR

- 3. Enter your user name and password.
- 4. Select the **Login** button to go to the *Navigator* page.



My Biz on the Navigator page

5. Select My Biz to retrieve the list of activities available to you.



My Biz → NSPS Appraisals (My Biz) on the Navigator page

6. Select NSPS Appraisals (My Biz) to go to My Plans/ Appraisals, the main page for employees, as described in the next section.

Congratulations!

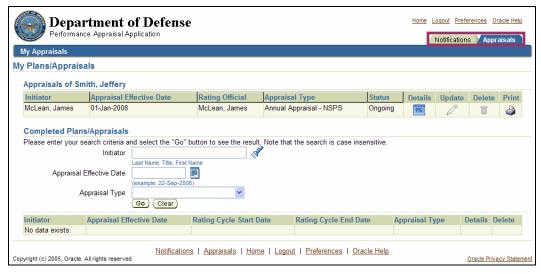
You have successfully logged on to the PAA.

For more information on how to access and log on to My Biz or My Workplace, visit your Component home page or http://www.cpms.osd.mil/regmod/selfservice.

All procedures that follow presume that you are already logged on to the PAA.

Main Page for Employees: My Plans/Appraisals

The access procedure described in the previous section takes you to the main PAA page for employees. The main page contains items described in the following sections.



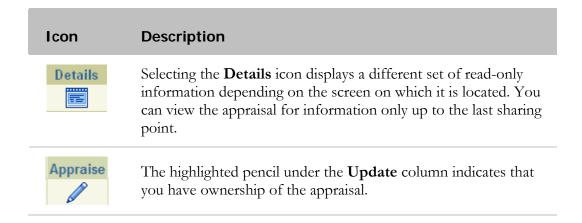
Main page for employees (My Plans/Appraisals)

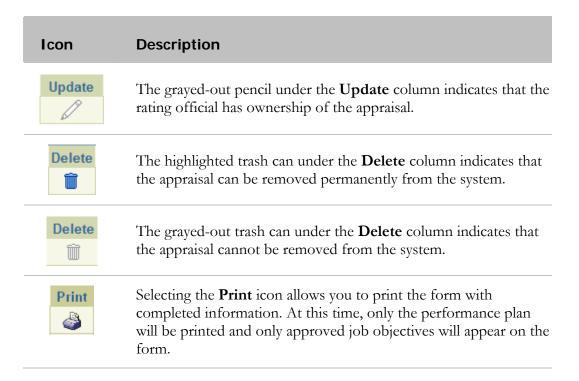
Navigation tabs

- The **Notifications** tab alerts you when something has been routed to you.
- The **Appraisals** tab is the main (default) page. It allows you to view your appraisal and provide feedback to your rating official.

Appraisals of [Employee Name] Section

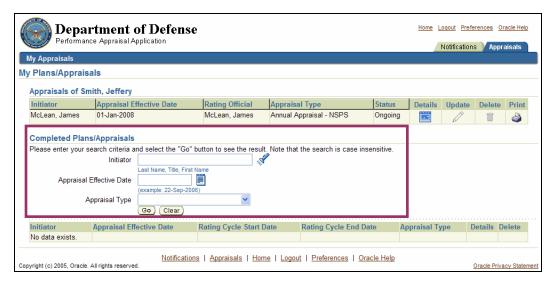
This section contains the current appraisal that has been created for you. You can interact with the appraisal using the following icons:





Completed Plans/Appraisals Section

This section allows you to search for and see your past appraisals.



Completed Plans/Appraisals section of My Plans/Appraisals page

Performance Plan: Creating the Plan (Employee)

Shortly after the beginning of the rating cycle (normally October 1 of each year), you or your rating official (usually your immediate supervisor) initiate a new performance plan in the PAA.

There are two approaches to creating a performance plan:

- Your rating official notifies you that he or she would like you to create the plan, and you create it.
- Your rating official creates the plan.

In either case, you and your rating official should have a conversation, or some form of communication, regarding expectations for creating and finalizing your performance plan. In order to draft your performance plan, you need certain information such as the rating cycle start date and your relevant organizational mission/strategic goals. If you do not know this information, make sure you get it from your rating official before you begin.

The typical steps in the performance plan process are as follows. The step covered in this section is bold and italicized:

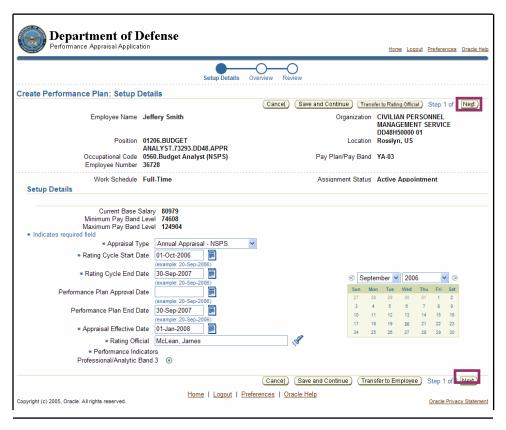
- 1. The employee or rating official creates the performance plan and enters draft job objectives and contributing factors (the rating official can enter optional weights for the job objectives as well).
- 2. The employee and rating official edits or adds to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your rating official before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to create a performance plan:



The Go button on the My Plans/Appraisals page

1. Select the **Go** button from the *My Plans/Appraisals* page, next to the Create the Performance Plan drop-down menu, to go to the *Create Performance Plan: Setup Details* page.

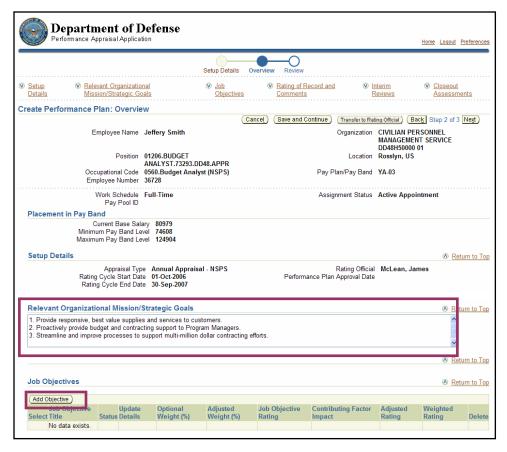


Fields populated on the *Create Performance Plan: Setup Details* page with the **Next** button indicated

2. Review the data in the fields on this page. The asterisk (*) on the screen indicates that the field is required. The data is auto-populated, but you can override an entry by using the drop-down list or by manually entering data to make changes.

Field	Description
Appraisal Type	The <i>Annual Appraisal</i> — <i>NSPS</i> option appears by default. You cannot change this option.
Rating Cycle Start Date	Normally, set the cycle start date to 01-Oct-YYYY.
Rating Cycle End Date	Normally, set the cycle end date to 30-Sep-YYYY.
Performance Plan Approval Date	This field is blank until your rating official approves the plan. After your rating official approves the plan, this field is auto-populated.
Performance Plan End Date	Normally, set the performance plan end date to be the same as the rating cycle end date, which is 30-Sep-YYYY.
Appraisal Effective Date	Normally, the appraisal effective date is 01-Jan-YYYY.
Rating Official	This field is auto-populated based on information stored in the SSHR hierarchy.
Performance Indicators	This field is auto-populated based on your pay schedule, band level, and supervisory status; however, for YP pay plans, your rating official must select the appropriate performance indicators.

3. Select the **Next** button to go to the *Create Performance Plan: Overview* page.



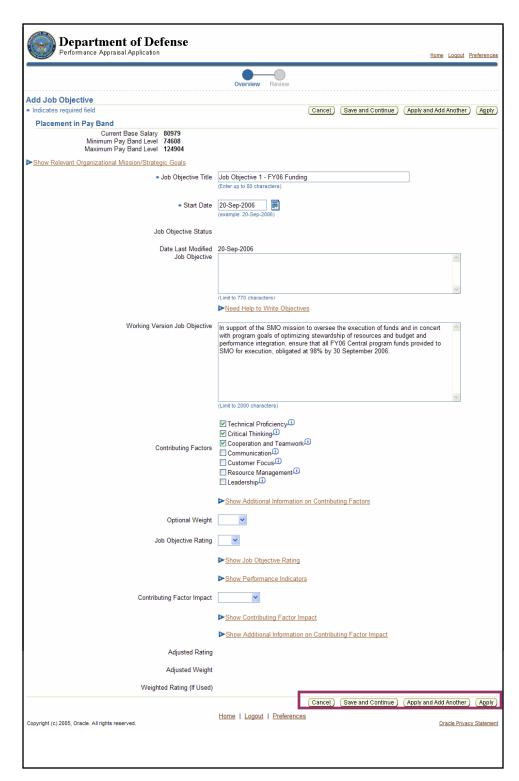
The Relevant Organizational Mission/Strategic Goals field and the Add Objectives button on the Create Performance Plan: Overview page

4. Enter your organization's goals and mission in the **Relevant Organizational Mission/Strategic Goals** field.



The text you enter in the Strategic Organizational Mission/Strategic Goals field becomes read-only to you after you transfer the appraisal.

5. Select the **Add Objective** button to go to the *Add Job Objective* page.



Fields and button options on the Add Objectives page

6. Enter the following data:

Field	Description
Job Objective Title	Give a brief description of the job objective. You may enter up to 80 characters.
	The job objective title must be entered before you can select the Show Relevant Organizational Mission/Strategic Goals link.
	It is recommended that you use the following format for job objective titles: "Job Objective [#] - [description]". This will allow your job objectives to be sorted numerically in lists.
Start Date	This field defaults to the current date.
	Normally it should be the same as the rating cycle start date on the <i>Create Performance Plan: Overview</i> page, but it may be different if a job objective does not become active until a later date due to an anticipated change in your job responsibilities.
Job Objective Status	This field auto-populates identifies whether the job objective has been approved or not. It does not populate until after data has been entered in the Job Objective field.
Date Last Modified	This field displays the last time data was saved in either the Job Objective or Working Version Job Objective field.
Working Version Job Objective	While developing job objectives, you and your rating official should use this section for the draft versions.
	The maximum limit of characters for this field is 2,000.
	When the job objective has been approved, the data in the Working Version Job Objective field is purged. Either you or your rating official must transfer the working version to the Job Objective field prior to approval.

Field

Description

Job Objective

Give a detailed description of the job objective. Job objectives should be specific, measurable, aligned, realistic, and timed (SMART). The character limit for this field is 770.



You cannot edit text that your rating official entered in this field; however, if you initially entered the text, the PAA allows you to edit it. In general, to avoid confusion and allow the most editing flexibility, you should enter text into the Working Version Job Objective field. This allows you and your rating official to edit the job objective until it is finalized. Then you or your rating official cuts and pastes the text from the Working Version Job Objectives field into this field.



NSPS requires that employees be assigned at least one job objective, and generally three to five.

Contributing Factors

Contributing factors identify the behaviors associated with accomplishment of a job objective.



The contributing factors are communication, cooperation and teamwork, critical thinking, customer focus, leadership, resource management, and technical proficiency.



Generally you should select no more than three contributing factors for each job objective.



The leadership contributing factor must be selected for a supervisory job objective and may be assigned to any employee who is responsible for directing work and developing other employees. It will not be available if your pay band/pay schedule does not allow a leadership contributing factor.

Optional Weight

Weighting job objectives is optional and may only be identified by your rating official.

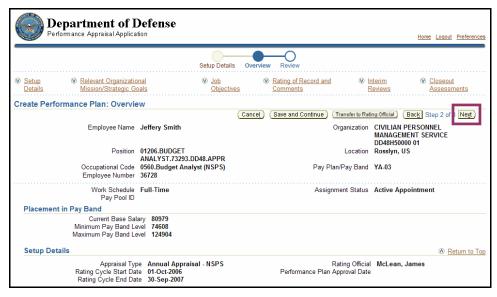


The remainder of the fields on this page are not used for creating job objectives.

7. Complete the page using one of the following options:

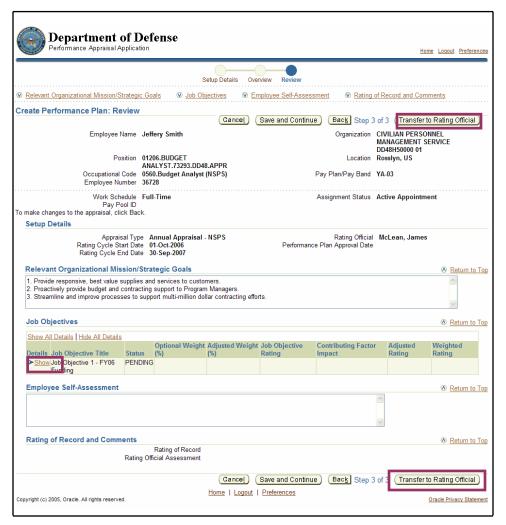
If You	Then
Want to cancel the work that has been created so far	Select the Cancel button.
Want to apply what has been done so far and add another job objective	Select the Apply and Add Another button. Repeat step6.
Want to continue to work on the same page or navigate to other functions	Select the Save and Continue button. Go to Step 8.

8. Select the **Apply** button to add all job objectives and go to the *Create Performance Plan:* Overview page.



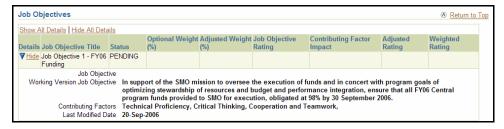
The Next button on the Create Performance Plan: Overview page

9. Select the **Next** button to go to the *Create Performance Plan: Review* page.



<u>Show</u> and the **Transfer to Rating Official** button on the *Create Performance Plan: Review* page

10. Review information entered on the performance plan. You can review all the information you have entered on the performance plan before submitting it to your rating official for review and edits. To view a job objective, select **Show**. To collapse the job objective, select **Hide**. This function is available throughout the application.



The Job Objectives section with an objective expanded after selecting **Show**

11. Select the **Transfer to Rating Official** button to go to the *Share Appraisal Details with Rating Official* page.



The Submit button on the Share Appraisal Details with Rating Official page

- 12. Enter comments to your rating official in the **Notification Message for Rating Official** field. Your message will show up in your rating official's **Notifications** tab.
- 13. Select the **Submit** button to send the performance plan to your rating official and go to the *My Plans/Appraisals* page.



The My Plans/Appraisals page



The Delete icon for this appraisal is inactive, indicating that the appraisal cannot be deleted (because it has been transferred).

Congratulations!

You have just created the performance plan and entered draft job objectives and contributing factors. It is now transferred to your rating official for his or her review.

Performance Plan: Editing the Plan (Employee)

After the performance plan has been created by either you or your rating official, it may require edits and further input from either you or your rating official. The plan could be routed to you as an empty shell awaiting your input, a final document ready for your review, or a work in progress requiring edits. Your edits can include any of the following:

- Editing draft job objectives created by your rating official
- Creating new job objectives
- Selecting contributing factors for job objectives your created.

After you have finished making edits and have finalized the job objectives, your rating official approves them. This section shows you how to edit your plan and transfer it back and forth between you and your supervisor to finalize it.

Following are the typical steps in the performance plan process. The step covered in this section is bold and italicized:

- 1. The employee or rating official creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The employee and rating official edit or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your rating official before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to review and edit your performance plan:



The Notifications tab on the My Plans/Appraisals page

1. Select the **Notifications** tab on the *My Plans/Appraisals* page to retrieve any notifications sent to you by your rating official.



The Notifications Awaiting Your Attention page with the notification from the rating official

2. Select the subject of the notification to go to the *Information* page. In this example, the subject is "Your appraisal has been transferred to you".

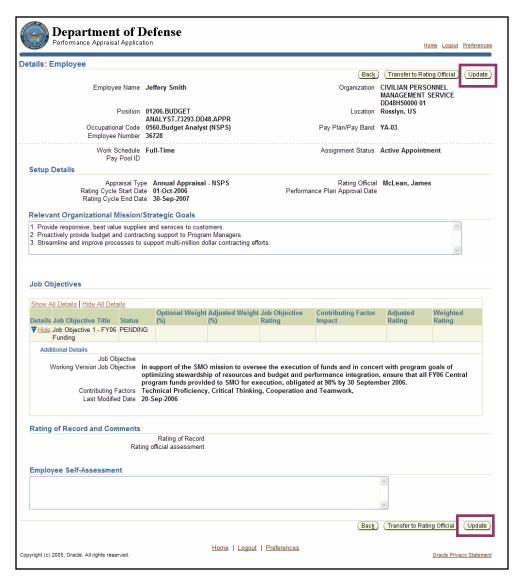


Update Action on the Information page with the rating official's comments

- **3.** Review the comments in the *Rating Official Comments* section.
- **4.** Select <u>Update Action</u> to go to the *Details: Employee* page. The *Details: Employee* page allows you to review the information about the performance plan.



Do not select the **Close** button unless you want to purge the notification. If you purge the notification using the **Close** button, the plan/appraisal can be accessed through the *My Plans/Appraisals* page by selecting the **Update** button.

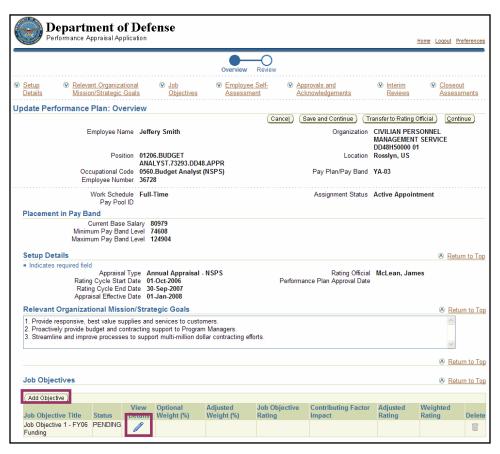


The **Update** button on the *Details: Employee* page with job objective expanded by selecting <u>Show</u>

5. Review the job objectives and perform one of the following steps:

If You	Then
Want to add to or edit the job objectives	Go to step 6.
Are satisfied with the job objectives	Select the Transfer to Rating Official button to go to the <i>Share Appraisal Details</i> with Rating Official page.
	Go to step 12.

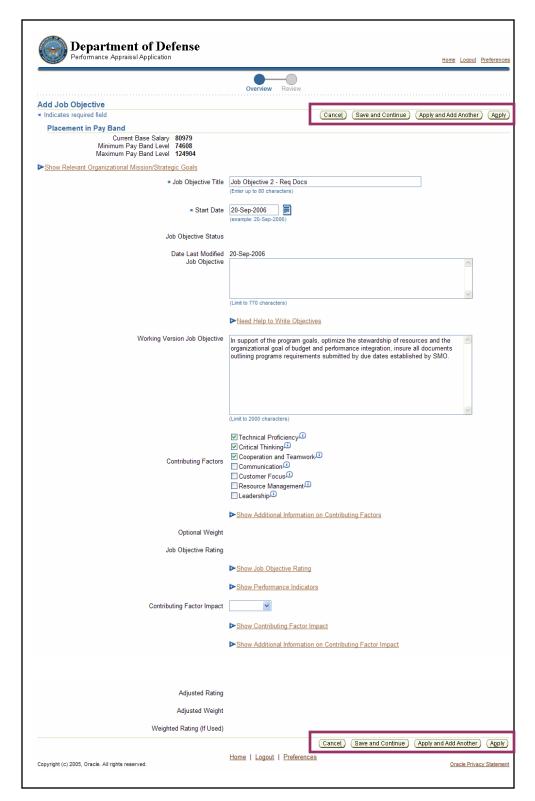
6. Select the **Update** button to go to the *Update Performance Plan: Overview* page.



The **View Details** icon and **Add Objective** button in the *Job Objectives* section of the *Update Performance Plan: Overview* page

7. Perform one of the following actions:

If You	Then	
Want to add a new job objective	Select the Add Objective button to go to the <i>Add Objectives</i> page.	
	Go to step 8.	
Want to view and edit an existing job objective	Select the View Details pencil icon next to a specific objective to go to the <i>Update Job Objective</i> page and edit the job objective. The <i>Update Job Objective</i> page is identical to the <i>Add Objective</i> page, except that it contains data. Refer to the table associated with step 8 below for a description of each field.	
	Continue with step 9.	
	You and your rating official should work in the Working Version Job Objective field pending approval of the objective.	



Button options on the Add Job Objective page

8. Enter or modify the following data:

Field	Description
Job Objective Title	Give a brief description of the job objective. You may enter up to 80 characters.
	The job objective title must be entered before you can select the Show Relevant Organizational Mission/Strategic Goals link.
	It is recommended that you use the following format for job objective titles: "Job Objective [#] - [description]". This will allow your job objectives to be sorted numerically in lists.
Start Date	This field defaults to the current date.
	Normally it should be the same as the rating cycle start date on the <i>Create Performance Plan: Overview</i> page, but it may be different if a job objective does not become active until a later date due to an anticipated change in your job responsibilities.
Job Objective Status	This field auto-populates identifies whether the job objective has been approved or not. It does not populate until after data has been entered in the Job Objective field.
Date Last Modified	This field displays the last time data was saved in either the Job Objective or Working Version Job Objective field.
Working Version Job Objective	While developing job objectives, you and your rating official should use this section for the draft versions.
	The maximum limit of characters for this field is 2,000.
	When the job objective has been approved, the data in the Working Version Job Objective field is purged. Either you or your rating official must transfer the working version to the Job Objective field prior to approval.

Field

Description

Job Objective

Give a detailed description of the job objective. Job objectives should be specific, measurable, aligned, realistic, and timed (SMART). The character limit for this field is 770.



You cannot edit text that your rating official entered in this field; however, if you initially entered the text, the PAA allows you to edit it. In general, to avoid confusion and allow the most editing flexibility, you should enter text into the Working Version Job Objective field. This allows you and your rating official to edit the job objective until it is finalized. Then you or your rating official cuts and pastes the text from the Working Version Job Objectives field into this field.



NSPS requires that employees be assigned at least one job objective, and generally three to five.

Contributing Factors

Contributing factors identify the behaviors associated with accomplishment of a job objective.



The contributing factors are communication, cooperation and teamwork, critical thinking, customer focus, leadership, resource management, and technical proficiency.



Generally you should select no more than three contributing factors for each job objective.



The leadership contributing factor must be selected for a supervisory job objective and may be assigned to any employee who is responsible for directing work and developing other employees. It will not be available if your pay band/pay schedule does not allow a leadership contributing factor.

Optional Weight

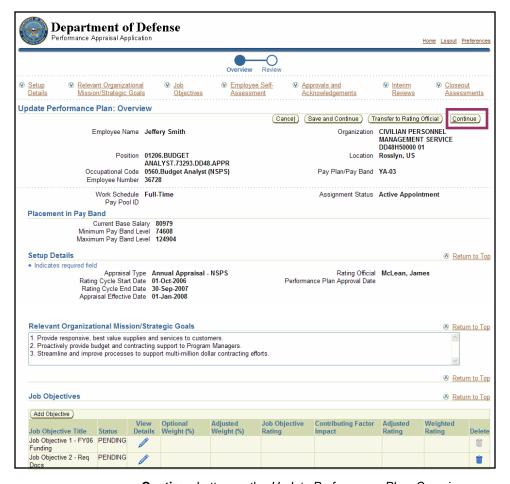
Weighting job objectives is optional and may only be identified by your rating official.



The remainder of the fields on this page is not used for creating job objectives.

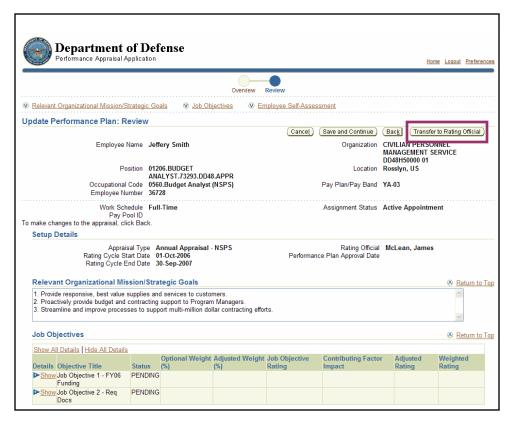
9. Perform one of the following actions:

If You	Then
Want to continue to add or edit job objectives	Select the Apply and Add Another button to save what you have entered and return to the <i>Add Job Objective</i> page (or the <i>Update Job Objective</i> page if you are editing).
	Continue to enter new text and select the Apply and Add Another button until you have finished adding (or editing) job objectives.
Have completed entering or editing job objectives	Select the Apply button to go to the <i>Update Performance Plan: Overview</i> page.
	Continue with step 10.
	The status of job objectives will be "pending" until they are approved.



Continue button on the Update Performance Plan: Overview page

10. Select the **Continue** button to go to the Review page and review your edits.



Transfer to Rating Official button on the Update Performance Plan: Review page

11. Select the **Transfer to Rating Official** button to go to the *Share Appraisal Details with* Rating Official page and complete the transfer.



Comments entered for the rating official and the **Submit** button on the *Share Appraisal Details with Rating Official* page

- 12. Enter comments regarding the performance plan in the **Notification Message for Rating Official** field.
- 13. Select the **Submit** button to transfer the performance plan to the rating official and return to the *Notifications Awaiting Your Attention* page.



The Notifications Awaiting Your Attention page

Congratulations!

You have successfully edited and reviewed your performance plan. The performance plan has been transferred back to your rating official for further edits or approval.

Performance Plan: Acknowledging the Plan

After your rating official has finalized your performance plan, he or she transfers the plan to you. You acknowledge that the performance plan been communicated to you and transfer ownership of the plan back to your rating official so that he or she can approve it.

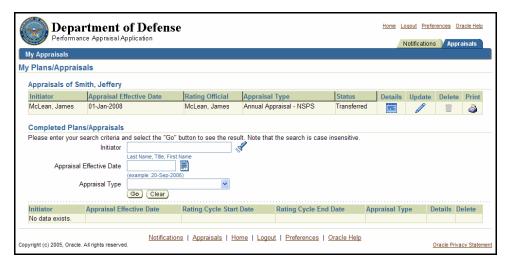
Acknowledging that the performance plan was communicated to you does not mean that you agree with it; you are merely acknowledging that it was communicated to you by your supervisor. You are encouraged to engage in dialogue with your supervisor and HR practitioners, if necessary, before you reach the acknowledgement stage to try to resolve any disagreements and determine job objectives, contributing factors, and optional weights that are acceptable to both you and your supervisor.

The performance plan must be approved within 30 days from the start of the rating cycle, entrance on duty, or job change, unless an extension is granted.

As described earlier, the typical steps in the performance plan process are as follows. The step covered in this section is bold and italicized:

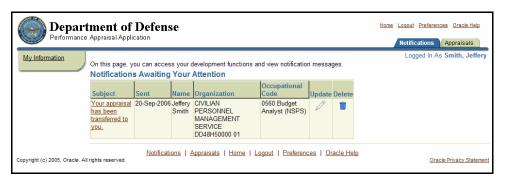
- 1. The employee or rating official creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The employee and rating official edit and/or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your rating official before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to acknowledge communication of your performance plan:



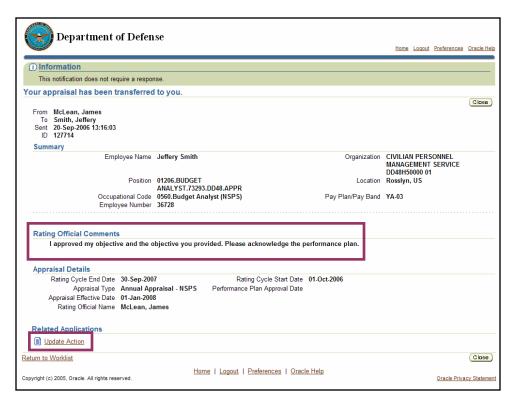
The Notifications tab on the My Plans/Appraisals page

1. Select the **Notifications** tab on the *My Plans/Appraisals* page to retrieve any notifications sent to you by your rating official.



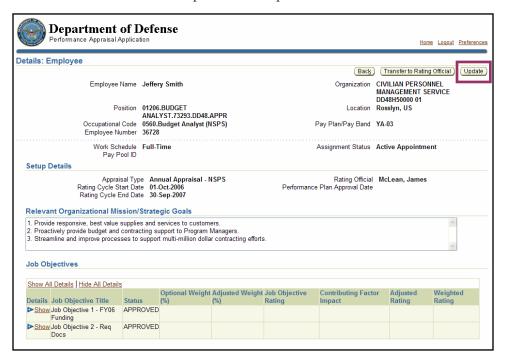
The Notifications Awaiting Your Attention page

2. Select Your appraisal has been transferred to you to go to the Information page.



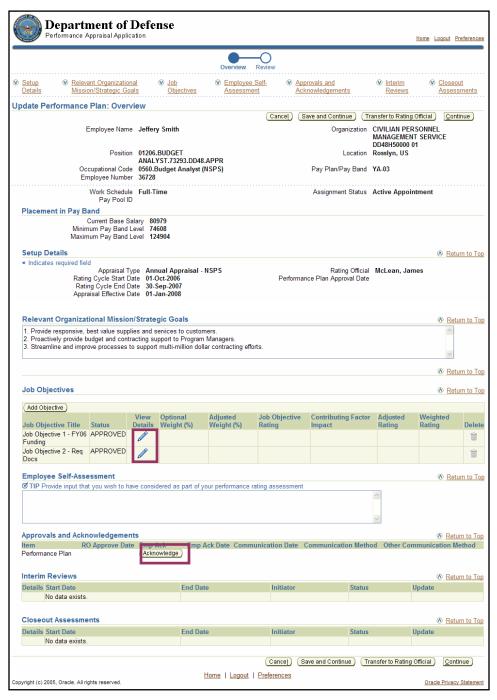
<u>Update Action</u> on the *Information* page with rating official comments

- 3. Review the comments in the Rating Official Comments section.
- 4. Select <u>Update Action</u> to go to the *Details: Employee* page. The *Details: Employee* page allows you to review the information about the performance plan.



Update button on the Details: Employee page

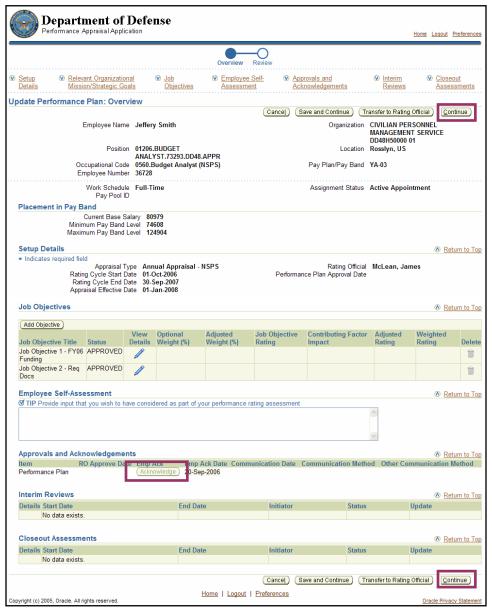
5. Select the **Update** button to go to the *Update Performance Plan: Overview* page.



The **View Details** and **Acknowledge** buttons on the *Update Performance Plan: Overview* page

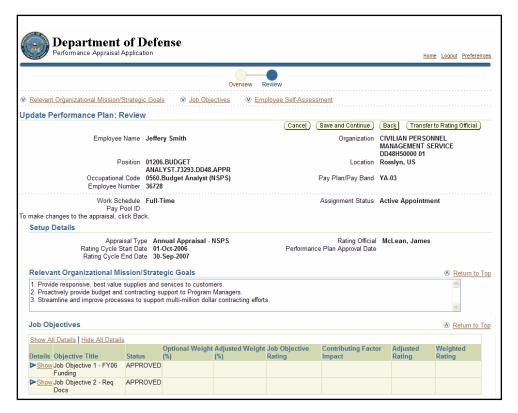
6. Perform one of the following steps:

If You	Then
Want to review a job objective	Select the View Details pencil icon in the <i>Job Objectives</i> section.
	Refer to the <i>Performance Plan: Editing the Plan</i> (Employee) section for how to proceed.
Are satisfied with the job objectives	Select the Acknowledge button to go to the <i>Update Performance Plan: Overview</i> page.
	Go to step 7.
	After you select the Acknowledge button to indicate your acknowledgement of the plan, it becomes unavailable to you. The Emp Ack Date field is auto-populated with the system date.
Do not agree with the job objectives	Select the Transfer to Rating Official button to return the plan to your rating official with comments.
	Continue with step 8.



The **Continue** button and grayed-out **Acknowledge** button on the *Update Performance Plan: Overview* page

7. Select the **Continue** button to go to the *Update Performance Plan: Review* page.



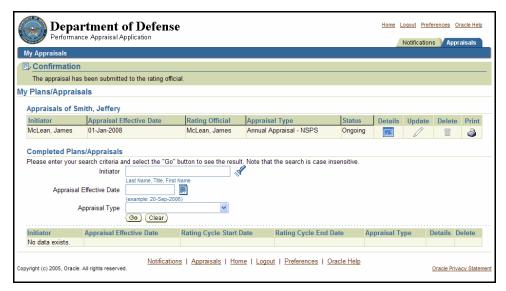
The Update Performance Plan: Review page

8. Select the **Transfer to Rating Official** button to go to the *Share Appraisal Details with* Rating Official page.



The **Submit** button and notification comments on the Share Appraisal Details with Rating Official page

- 9. Enter comments regarding your rating official in the *Notification Message for Rating Official* section.
- 10. Select the **Submit** button to transfer the performance plan to your rating official and return to the *My Plans/Appraisals* page.



The My Plans/Appraisals page

Congratulations!

You have just acknowledged that your performance plan was communicated to you. The performance plan has been transferred back to your rating official for approval.

Interim Review: Providing a Self-Assessment

An interim review can be done at any time during the rating cycle but must occur at least once. The system allows multiple interim reviews. The timing and number of interim reviews (greater than one) is at your Component's or organization's discretion.

If only one interim review is conducted, it should be done at the mid-term of the cycle.

In preparation for an interim review, you are encouraged to complete a self-assessment to help judge your progress. Self-assessments are optional; however, they help both you and your rating official remember what you have done, so it is in your own best interest to complete a self-assessment.

The typical steps in the interim review process are as follows. The step covered in this section is in bold and italicized:

- 1. The rating official creates the interim review record and transfers responsibility to the employee to write a self-assessment.
- 2. The employee provides a self-assessment.
- 3. The rating official reviews the self-assessment and provides an interim assessment of the employee.
- 4. The employee reviews the rating official's assessment and acknowledges it.
- 5. The rating official approves the interim review.

Follow these steps to provide your self-assessment for the interim review:



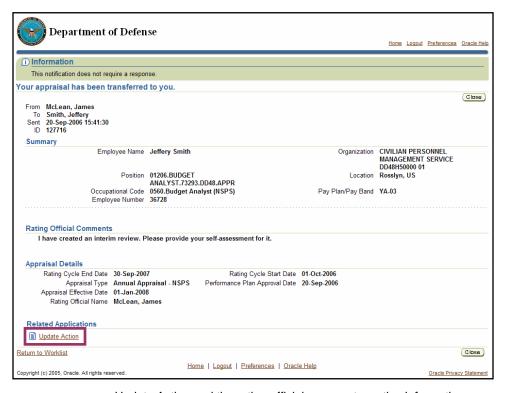
The Notifications tab on the My Plans/Appraisals page

1. Select the **Notifications** tab on the *My Plans/Appraisals* page to retrieve any notifications sent to you by your rating official.



The Notifications Awaiting Your Attention page

2. Select Your Appraisal has been transferred to you to go to the Information page.



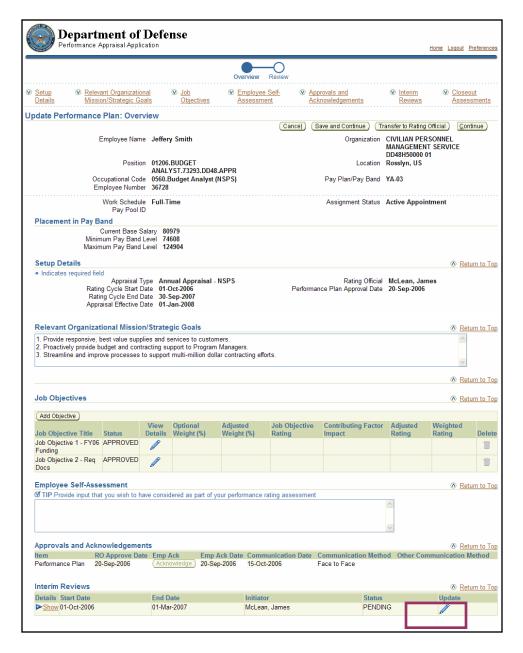
<u>Update Action</u> and the rating official comments on the *Information* page

3. Select <u>Update Action</u> to go to the *Details: Employee* page.



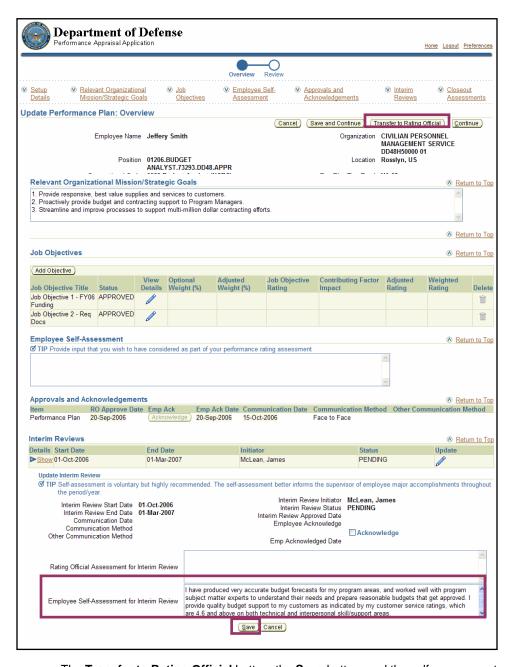
The Update button on Details: Employee page

4. Select the **Update** button to go the *Update Performance Plan Overview* page.



The **Update** icon on *Update Performance Plan:* Overview page

5. Select the **Update** icon to open the *Interim Reviews* section.



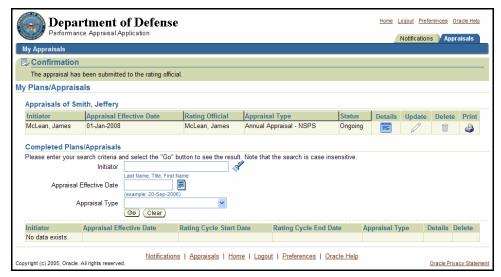
The **Transfer to Rating Official** button, the **Save** button, and the self-assessment entered on the *Update Performance Plan: Overview* page

- 6. Enter your self-assessment in the **Employee Self-Assessment for Interim Review** field.
- 7. Select the **Save** button to save your self-assessment. You remain on the same page.
- 8. Select the **Transfer to Rating Official** button to enter a notification comment to your rating official on the *Share Appraisals with Rating Official* page.



Notification Message for Rating Official field on the Share Appraisal Details with Rating Official page

- 9. Enter a message to your rating official in the **Notification Message for Rating Official** field.
- 10. Select the **Submit** button to transfer the interim review back to your rating official and return to the *My Plans/Appraisals* page.



The My Plans/Appraisals page

Congratulations!

You have just provided your self-assessment for the interim review. The interim review has been transferred back to your rating official for review and for his or her assessment of your performance.

Interim Review: Acknowledging the Interim Review

After your rating official receives your self-assessment, he or she enters the assessment of your performance in the interim review record and transfers it back to you for your review and acknowledgement.

As described earlier, the typical steps in the interim review process are as follows. The step covered in this section is bold and italicized.

- 1. The rating official creates the interim review record and transfers responsibility to the employee to write a self-assessment.
- 2. The employee provides a self-assessment.
- 3. The rating official reviews the self-assessment and provides an interim assessment of the employee.
- 4. The employee reviews the rating official's assessment and acknowledges it.
- 5. The rating official approves the interim review.

Follow these steps to review and acknowledge the interim review:



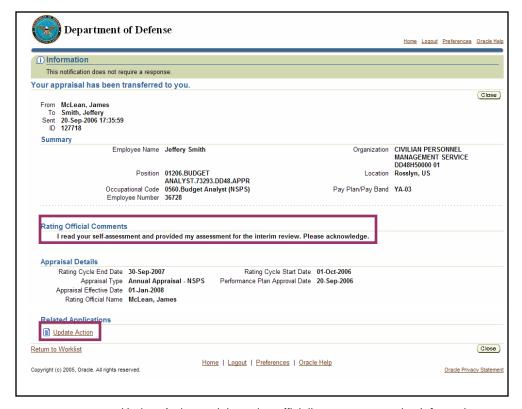
The Notifications tab on the My Plans/Appraisals page

1. Select the **Notifications** tab on the *My Plans/Appraisals* page to retrieve any notifications sent to you by your rating official.



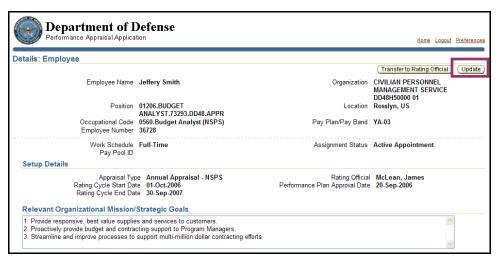
The Notifications Awaiting Your Attention page

2. Select Your Appraisal has been transferred to you to go to the Information page.



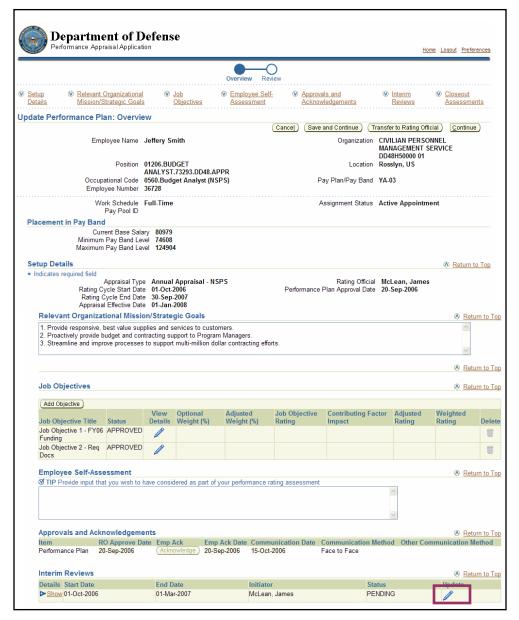
Update Action and the rating official's comments on the Information page

3. Read your rating official's comments and then select <u>Update Action</u> to go to the *Details: Employee* page.



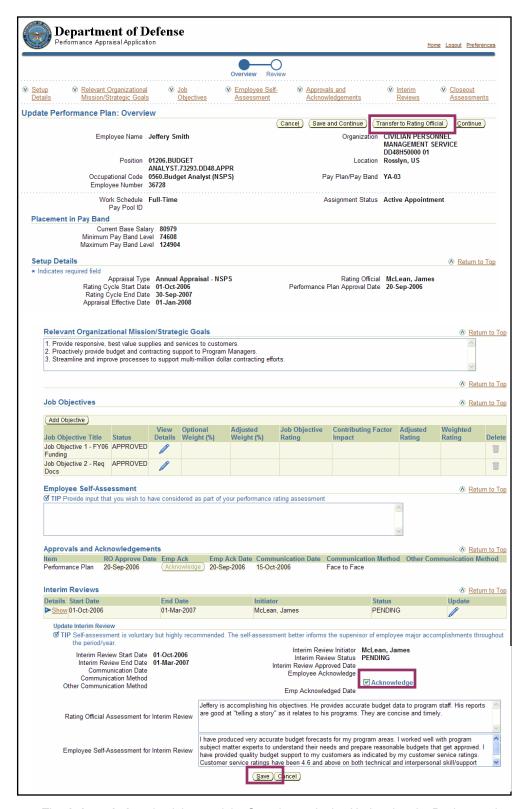
The **Update** button on *Details: Employee* page

4. Select the **Update** button to go to the *Update Performance Plan Overview* page.



The **Update** icon on *Update Performance Plan: Overview* page

5. Select the **Update** pencil icon for the interim review.



The **Acknowledge** check box and the **Save** button in the *Update Interim Review* section

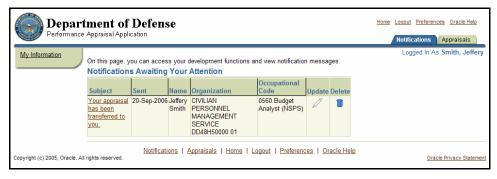
6. Review your rating official's assessment.

- 7. Select the **Acknowledge** check box to confirm that the interim review has been communicated to you.
- 8. Select the **Save** button to save your acknowledgement. You remain on the *Update Performance Plan: Overview* page.
- 9. Select the **Transfer to Rating Official** button to go to the *Share Appraisal Details with* Rating Official page.



The Share Appraisal Details with Rating Official page

- 10. Enter a message to your rating official in the **Notification Message for Rating Official** field.
- 11. Select the **Submit** button to transfer the performance plan back to your rating official. The system returns to the *Notifications Awaiting Your Attention* page.



The Notifications Awaiting Your Attention page

Congratulations!

You have just acknowledged the interim review. The interim review has been transferred back to your rating official for approval.

Closeout Assessments (Employees)

Closeout assessments will be included in future versions of this guide.

Annual Appraisal: Providing a Self-Assessment

Employees are encouraged to complete self-assessments during the interim review and end-of-year review. While NSPS does not require self-assessments, they may be mandated by your organization or Component.

The self-assessment conducted as part of the end-of-cycle review is an opportunity for you to provide input to your rating official about what you have accomplished during the year. Your self-assessment should be completed in time to allow him or her to consider your input as part of the appraisal process.

The typical steps in the annual appraisal process are as follows. Steps 1-3 are similar to those performed for interim reviews. The step covered in this section is bold and italicized.

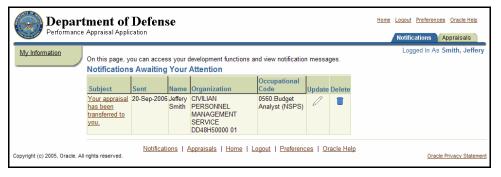
- 1. The rating official transfers responsibility to the employee to provide a self-assessment.
- 2. The employee provides his or her self-assessment (optional).
- 3. The rating official reviews the self-assessment (if applicable).
- 4. The rating official submits his or her assessment and recommended rating for higher-level review and approval.
- 5. The pay pool panel reviews and approves the appraisal (using an application outside of PAA). During the pay pool panel's appraisal reconciliation process, the panel may ask the rating official to modify his or her rating of the employee.
- 6. The rating official changes his or her rating of the employee, if necessary (in PAA).
- 7. The rating official indicates that the appraisal was communicated to the employee.
- 8. The employee acknowledges that the appraisal was communicated to him or her.

Follow these steps to provide a self-assessment for an end-of-cycle review:



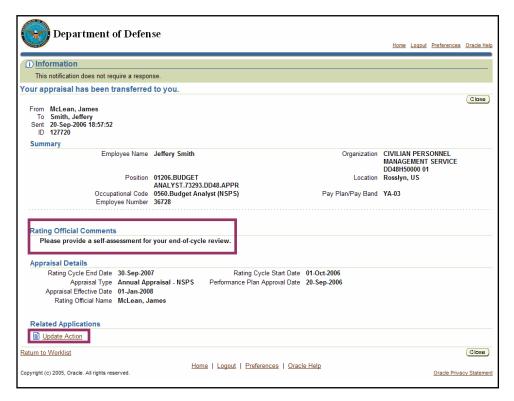
The Notifications tab on the My Plans/Appraisals page

1. Select the **Notifications** tab on the *My Plans/Appraisals* page to retrieve any notifications sent to you by your rating official.



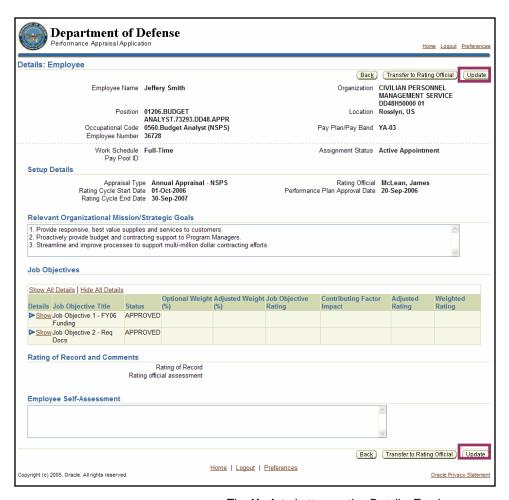
The Notifications Awaiting Your Attention page

2. Select Your Appraisal has been transferred to you to go to the Information page.



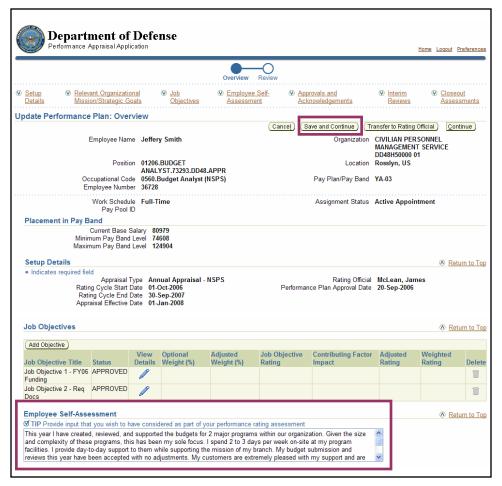
<u>Update Action</u> and rating official's comments on the *Information* page

- 3. Review the comments from your rating official in the Rating Official Comments section.
- 4. Select <u>Update Action</u> to go to the *Details: Employee* page and continue with your self-assessment.



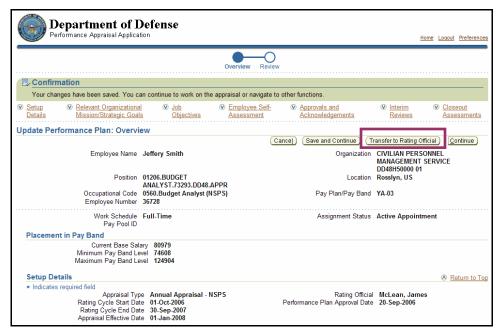
The Update button on the Details: Employee page

5. Select the **Update** button to go to the *Update Performance Plan: Overview* page.



The Save and Continue button and Employee Self-Assessment field on the Update Performance Plan: Overview page

- 6. Enter your self-assessment in the **Employee Self-Assessment** field.
- 7. Select the **Save and Continue** button to save your self-assessment. You remain on the same page.



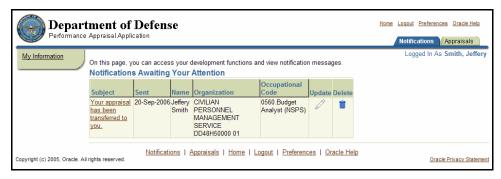
The **Transfer to Rating Official** button on the *Update Performance Plan:Overviews*creen

8. Select the **Transfer to Rating Official** button to go to the *Share Appraisal Details with* Rating Official page.



Notification message on the Share Appraisal Details with Rating Official page

- 9. Enter a message to your rating official in the **Notification Message for Rating Official** field.
- 10. Select the **Submit** button to transfer the performance plan back to your rating official. The system returns to the *Notifications Awaiting Your Attention* page.



The Notifications Awaiting Your Attention page

Congratulations!

You have just completed your annual appraisal self-assessment. The annual appraisal has been transferred to your rating official for review.

Annual Appraisal: Acknowledging the Annual Appraisal

This procedure will be included in future versions of this guide.

Closing a Notification (Employees)

Once an appraisal has been transferred from your rating official to you, it appears as a notification in your *Notifications Awaiting Your Attention* page. The notifications remain in the list of notifications until you close them, which purges them from the system. The notifications do not automatically disappear from the list once you have opened them. This is similar to the way emails work in many email applications.

If you purge the notification, the appraisal can be accessed through the My Plans/Appraisals page.



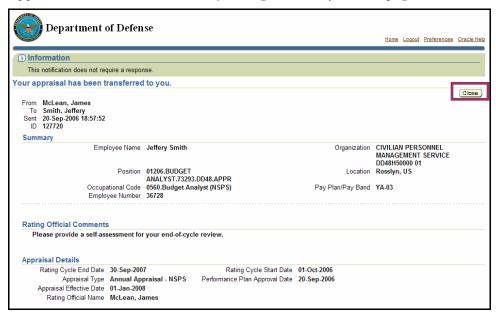
The notification message from your rating official will be purged along with the notification. Ensure that you have opened the notification and read the notification message before you purge it.

You can close a notification by doing the following:



Notifications on the *Notifications Awaiting Your Attention* page

1. Select Your appraisal has been transferred to you to go to the Information page.



Close button on the Information page

2. Select the **Close** button to purge the notification from your notifications list and return to the *Notifications Awaiting Your Attention* page.

As described in the warning message above, the notification comment from your rating official in the *Rating Official Comments* section is no longer available once you close the notification.



Notifications Awaiting Your Attention page with notification purged

Congratulations!

You have just closed a notification.

In future versions of the PAA, you will be able to close a notification on the *Notifications Awaiting Your Attention* page by selecting the **Delete** icon.

Performance Appraisal Application (PAA) Procedures for Rating Officials

This section focuses on your use of the system as a rating official and details how to use the PAA to initiate, enter, edit, and approve the performance plans of employees. It describes how to use the PAA to complete the appraisal process, including creating and finalizing your employees' performance plans and completing interim and annual performance reviews.

Transfers and information-sharing form an important component to the activities covered in this guide. The following list outlines the sequence of tasks your employee and you perform when using the PAA during the performance management cycle. The bold, italicized tasks are rating official tasks and are covered in this section.

Performance Plan (Plan Phase)

- 1. The rating official or employee creates the performance plan.
- 2. The rating official and employee edit the performance plan until it is finalized.
- 3. The rating official approves the job objectives.
- 4. The employee acknowledges the performance plan.
- 5. The rating official approves the performance plan.

Interim Review (Monitor Phase)

- 6. The rating official creates the interim review.
- 7. The employee provides an interim review self-assessment (optional).
- 8. The rating official enters the assessment for the interim review.
- 9. The employee acknowledges the interim review.
- 10. The rating official approves the interim review.

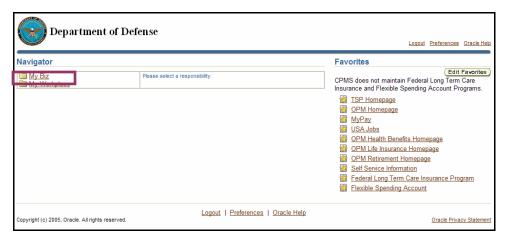
Annual Appraisal (Rate Phase)

- 11. The rating official transfers the appraisal to the employee to provide a self-assessment and may conduct a conversation with the employee as part of an end-of-cycle review.
- 12. The employee provides a self-assessment (optional).
- 13. The rating official reviews the employee's self-assessment (if applicable).
- 14. The rating official submits his or her assessment and recommended rating for higher-level review and approval.
- 15. The pay pool panel reviews and approves the appraisal (using another online application outside the PAA).
- 16. The rating official changes his or her rating of the employee, if necessary (in the PAA).

17. The rating official indicates that the appraisal was communicated to the employee.

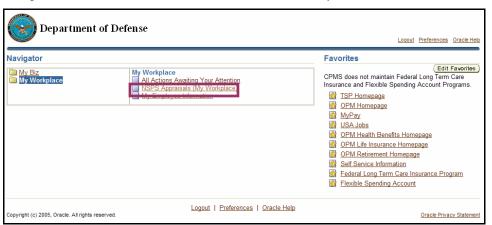
18. The employee acknowledges that the appraisal was communicated to him or her.

Before you can perform any tasks, you must access the PAA, as you learned in the *Performance Appraisal Application Procedures for Employees* section. For instructions on how to do this, follow the first four steps described in the *Performance Appraisal Application Procedures for Employees* — *Logging on to the Performance Appraisal Application* section. Then do the following:



My Workplace on the Navigator page

1. Select My Workplace to retrieve the list of activities available to you.



My Workplace → NSPS Appraisals (My Workplace) on the Navigator page

2. Select NSPS Appraisals (My Workplace) to go to the *Performance Management as Rating Official* page, the main page for rating officials, as described in the next section.

Congratulations!

You have successfully logged on to the PAA.

For more information on how to access and log on to My Biz or My Workplace, visit your Component home page or http://www.cpms.osd.mil/regmod/selfservice/

All procedures that follow presume that you are already logged on to the PAA.

Main Page for Rating Officials: *Performance Management As Rating Official*

The access procedure described in the previous section takes you to the main PAA page for rating officials. The main page contains items described in the following sections.



Main page for rating officials (Performance Management As Rating Official)

Navigation tabs

- The **Notifications** tab alerts you when something has been routed to you.
- The Appraisals tab is the main (default) page. It allows you to initiate a new appraisal, view or update an in-progress appraisal, or search for historical appraisals.

Plans/Appraisals in Progress Section

This section contains the appraisals that have been created for your employees. You can interact with the appraisals using the following icons:

Icon	Description
(View All Appraisals By Employee)	Selecting the View All Appraisals by Employee button allows you to view both in-progress and completed appraisals for each of your employees.
Details	Selecting the Details icon displays a different set of read- only information, depending on the screen on which it is located. You can view the appraisal for information only up to the last sharing point.

Icon	Description
	The highlighted pencil under the Appraise column indicates that you have ownership of the appraisal.
	The grayed-out pencil under the Appraise column indicates that the employee has ownership of the appraisal.
Delete	The highlighted trash can under the Delete column indicates that the appraisal can be permanently removed from the system.
Delete	The grayed-out trash can under the Delete column indicates that the appraisal cannot be removed from the system.
Close	Selecting the Close icon deactivates the appraisal and removes it from your Plans/Appraisals in Progress list. It does not permanently delete it from the system. Select this button to close an appraisal for an employee who has left employment or changed positions before the end of the performance cycle, making his or her current appraisal record obsolete (necessitating a closeout assessment).
Print	Selecting the Print icon allows you to print the form with completed information. At this time, only the performance plan will be printed and only approved job objectives will appear on the form.

Completed Plans/Appraisals Section

This section allows you to search for appraisals you have completed for your employees. You can specify filter values, such as appraisal type and employee, to locate particular completed appraisals in the list.

Performance Plan: Creating the Plan (Rating Official)

Shortly after the beginning of the rating cycle (normally October 1), you or your employee initiate a new performance plan in the PAA. This is done for each employee you are responsible for rating. A new performance plan may have to be created in the middle of the cycle if a new employee is hired.

There are two approaches to creating a performance plan:

- Notify your employee that you would like him or her to create the plan, and have the employee create it.
- Create the plan yourself.

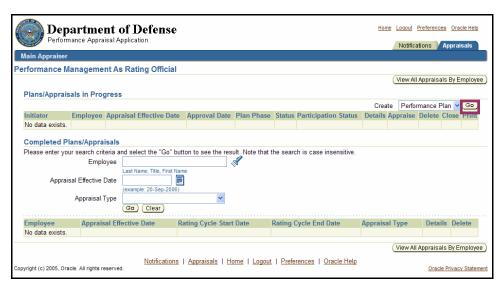
In either case, you should communicate with your employee about which option you choose, and what you expect if your employee is to create it. This is particularly important to avoid rework if your employee creates the plan and enters data that is incorrect or not what you expect. Also, your employee may not know certain information and may need to get it in advance from you (for instance, the rating cycle start date). If you ask your employee to create the plan and enter objectives, you must ensure that he or she knows the relevant organizational mission/strategic goals (that field is blank until you or your employee enters the data).

Regardless of who initiates the performance plan, it can be left as an empty shell, in which the other party enters the objectives, or the person creating it can enter initial objectives. After the performance plan has been initiated, you and your employee can enter, edit, or review objectives as much as needed before the final transfer from the employee to you for approval.

The typical steps in creating the performance plan process are as follows. The step covered in this section is bold and italicized:

- 1. The rating official or employee creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The rating official and employee edit or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your employee before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to create a performance plan:



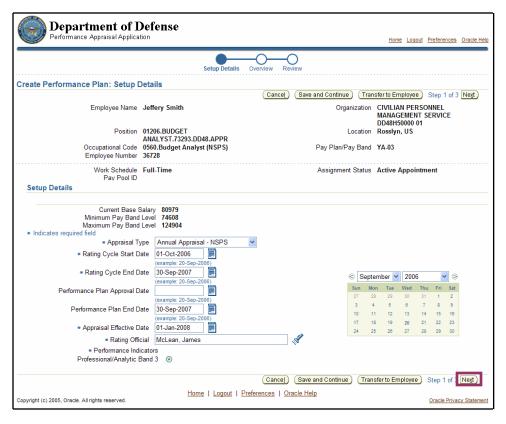
The Go button on the Performance Management As Rating Official page

1. Select the **Go** button from the *Performance Management As Rating Official* page, next to the Create the Performance Plan drop-down menu, to go to the *Create Performance Plan:*Employees in Hierarchy page.



The Action icon on the Create Performance Plan: Employees in Hierarchy page

2. Select the **Action** icon to the right of the employee whose performance plan you need to create to go to the *Create Performance Plan: Setup Details* page.



Fields populated on the *Create Performance Plan: Setup Details*page with the **Next** button indicated

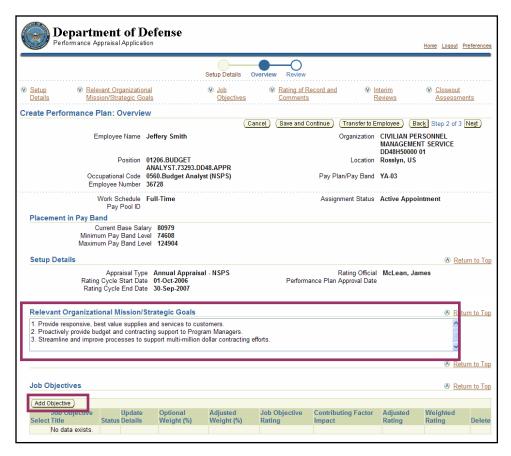
3. Review the data in the fields on this page.

The asterisk (*) on the screen indicates that the field is required. The data is auto-populated, but you can override an entry by using the drop-down list or by manually entering data to make changes.

Field	Description
Appraisal Type	Use the <i>Annual Appraisal —NSPS</i> option for normal annual appraisals.
Rating Cycle Start Date	Normally, set the cycle start date to 01-Oct-YYYY.
Rating Cycle End Date	Normally, set the cycle end date to 30-Sep-YYYY.
Performance Plan Approval Date	This field is blank until you approve the plan. After you approve the plan, the approval date is auto-populated.

Field	Description
Performance Plan End Date	Normally, set the performance plan end date to be the same as the rating cycle end date, which is 30-Sep-YYYY.
Appraisal Effective Date	Normally, the appraisal effective date is 01-Jan-YYYY.
Rating Official	This field is auto-populated based on your log-in information.
Performance Indicators	This field is auto-populated based on the employee's pay schedule, pay band, and supervisory status; however, for YP pay plans, the rating official must select the appropriate performance indicators.

4. Select the **Next** button to go to the *Create Performance Plan: Overview* page.



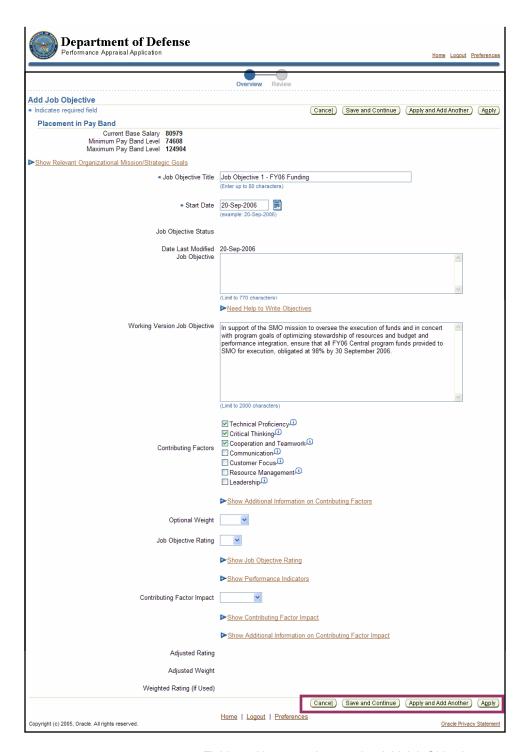
The Relevant Organizational Mission/Strategic Goals field and the Add Objectives button on the Create Performance Plan: Overview page

5. Enter your organization's goals and mission in the **Relevant Organizational Mission/Strategic Goals** field.



The text you enter in the **Strategic Organizational Mission/Strategic Goals** field becomes read-only to your employee.

6. Select the **Add Objective** button to go to the *Add Job Objective* page.



Fields and button options on the Add Job Objective page

7. Enter the following data:

Field	Description
Job Objective Title	Give a brief description of the job objective. You may enter up to 80 characters.
	The job objective title must be entered before you can view Show Relevant Organizational Mission/Strategic Goals.
	It is recommended that you use the following format for job objective titles: "Job Objective [#] - [description]". This will allow your job objectives to be sorted numerically in lists.
Start Date	This field defaults to the current date.
	Normally it should be the same as the rating cycle start date on the <i>Create Performance Plan: Overview</i> page, but it may be different if an objective does not become active until a later date due to an anticipated change in your employee's job responsibilities.
Job Objective Status	This field auto-populates identifies whether the job objective has been approved or not. It does not populate until after data has been entered in the Job Objective field.
Date Last Modified	This field displays the last time data was saved in either the Job Objective or Working Version Job Objective field.

Field

Description

Job Objective

Give a detailed description of the job objective. Job objectives should be specific, measurable, aligned, realistic, and timed (SMART). The character limit for this field is 770.



Your employee cannot edit text you enter in this field: however, if your employee entered the text initially, the PAA allows him or her to edit it. In general, to avoid confusion and allow the most editing flexibility, your employee should not enter text into this field. He or she should enter it instead into the Working Version Job Objective field. This allows you and your employee to edit it until you are satisfied that it is final. Then you or your employee cut and paste the text from the Working Version Job Objectives field into this field.



NSPS requires that employees be assigned at least one job objective, and generally three to five.

Working Version Job Objective

While developing draft job objectives, you and your employee should use this section for the draft versions.

The maximum limit of characters for this field is 2,000.

When the job objective has been approved, the data in the **Working Version Job Objective** field will be purged. Either you or your employee must transfer the working version to the **Job Objective** field prior to approval.

Field

Description

Contributing Factors

Contributing factors identify the behaviors associated with accomplishment of a job objective.



The contributing factors are technical proficiency, critical thinking, cooperation and teamwork, communication, customer focus, resource management, and leadership.



Generally you should select no more than three contributing factors for each job objective.



The leadership contributing factor has to be selected for a supervisory job objective and may be assigned to any employee who is responsible for directing work and developing other employees. It will not be available if your pay band/pay schedule does not allow a leadership contributing factor.

Optional Weight

Weighting job objectives is optional and may only be identified by the rating official. You can enter an optional weight on this page or on the *Create Performance Plan: Overview* page.

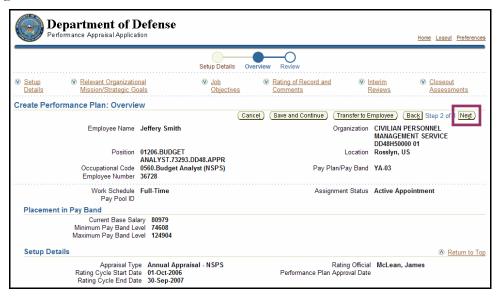


If weighting is used, the total for all job objectives must equal 100 percent. No job objective may be weighted less than 10 percent and weights must be made in increments of 5 percent.

8. Complete the page using one of the following options:

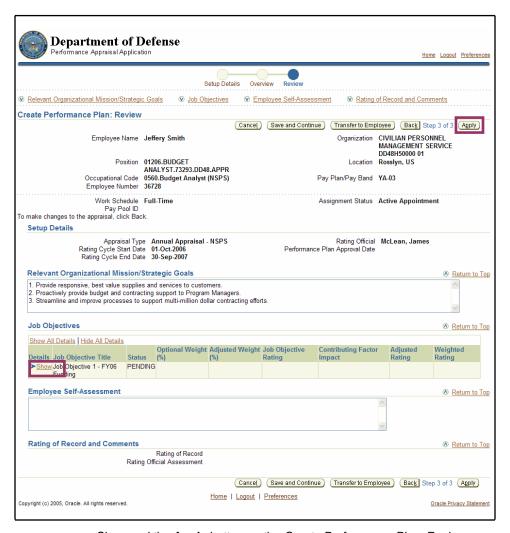
If You	Then
Want to cancel the work that has been created so far	Select the Cancel button.
Want to apply what has been done so far and add another job objective	Select the Apply and Add Another button. Repeat step 7.
Want to continue to work on the same page or navigate to other functions	Select the Save and Continue button. Go to Step 9.

9. Select the **Apply** button to add all job objectives and go to the *Create Performance Plan:* Overview page.



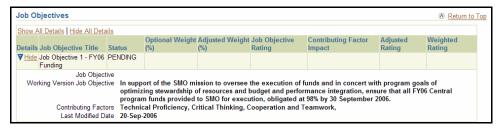
The Next button on the Create Performance Plan: Overview page

10. Select the **Next** button to go to the *Create Performance Plan: Review* page.



Show and the Apply button on the Create Performance Plan: Review page

11. Review information entered on the performance plan. You can review all the information you have entered on the performance plan before submitting it to the employee for review and comment. To view an individual job objective, select Show. To collapse the job objective, select Hide. This function is available throughout the application.



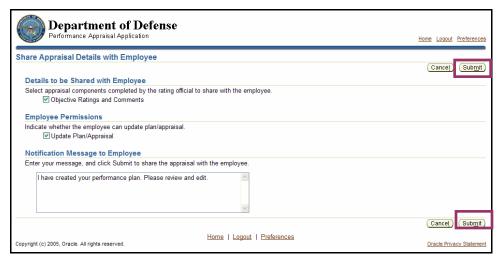
The Job Objectives section with an objective expanded after selecting Show

12. Select the **Apply** button to save the draft performance plan and go to the *Confirmation* page.



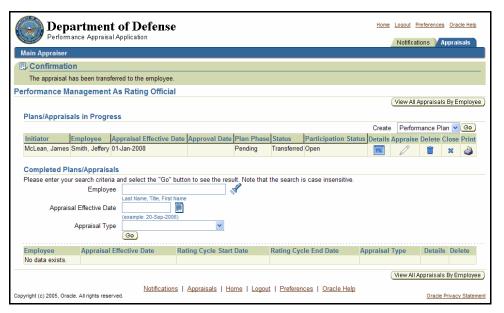
The **Transfer to Employee** button on the *Confirmation* page

13. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page.



The Submit button on the Share Appraisal Details with Employee page

- 14. Enter comments to your employee in the **Notification Message to Employee** field. These comments can be instructional or informational in nature. This message will display in your employee's notification under the **Notifications** tab.
- 15. Select the **Submit** button to send the performance plan to your employee and go to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page



Note that the **Delete** icon for this appraisal is active, indicating that the appraisal can be deleted even though it has been transferred. You, as the rating official, can delete appraisals at any time.

Congratulations!

You have just created a performance plan. It is now transferred to your employee for his or her review and edits.

Performance Plan: Editing the Plan (Rating Official)

After the performance plan has been created by you or your employee, it may require edits and further input from one or both of you. The plan could be routed to you as an empty shell awaiting your input, a final document ready for your review, or a work in progress requiring several rounds of edits by both of you. Your edits can include any of the following:

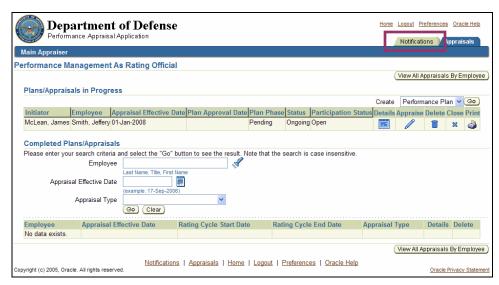
- Editing draft job objectives created by your employee
- Creating new job objectives
- Selecting contributing factors for job objectives either of you created

After you have finished making edits and have finalized the job objectives to your satisfaction, you approve them. This section shows you how to make edits during the process of finalizing the plan so that they are ready to be approved. During this process, after you have made edits to the plan, you may have to send the plan back to your employee for his or her review or a further round of edits. You and your employee can transfer the plan back and forth as many times as needed during this process.

Following are the typical steps in the performance plan process. The step covered in this section is bold and italicized:

- 1. The rating official or employee creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The rating official and employee edit or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your employee before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to review and edit your employee's performance plan:



The Notifications tab on the Performance Management As Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to retrieve any notifications sent to you by your employee.



The Notifications Awaiting Your Attention page with the notification from your employee

2. Select <u>The appraisal off [employee name] needs your attention as main appraiser</u> to go to the *Information* page.

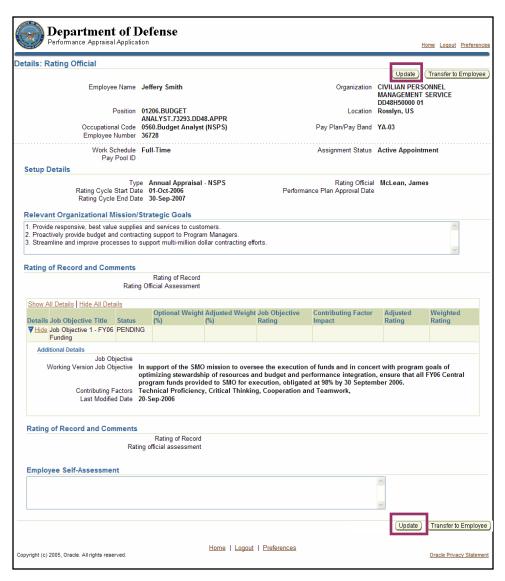


<u>Update Action</u> on the *Information* page with the employee's comments

- **3.** Review the comments in the *Employee Notification Comments* section.
- **4.** Select <u>Update Action</u> to go to the *Details:* Rating Official page. The *Details:* Rating Official page allows you to review the information about the performance plan.



Do not select the **Close** button unless you want to purge the notification. If you purge the notification using the **Close** button, the plan/appraisal can be accessed through the *My Plans/Appraisals* page by selecting the **Update** button.



The **Update** button on the *Details: Rating Official* page with job objective expanded by selecting <u>Show</u>

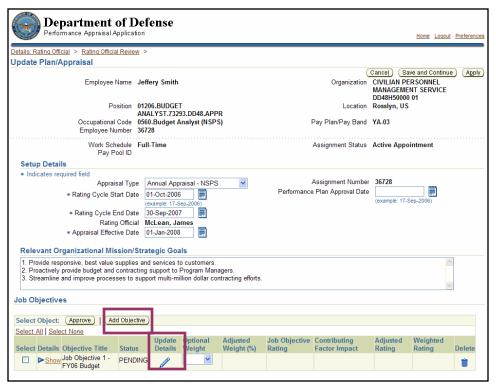
5. Review the job objectives and perform one of the following steps:

If You	Then
Want to add to or edit the job objectives	Select the Update button to go to the Rating Official Review page
	Go to step 6.
Are satisfied with the objectives	Select the Transfer to Employee button to go to the <i>Share Appraisal Details with Employee</i> page.
	Go to step 11.



The **Update Plan/Appraisal** button on the *Rating Official Review* page

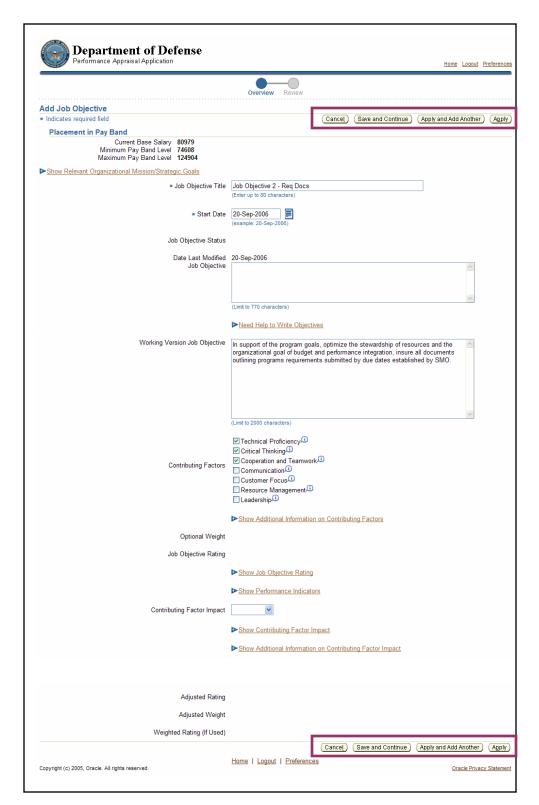
6. Select the **Update Plan/Appraisal** button to go to the *Update Plan/Appraisal* page.



The **Add Objective** button and the **Update Details** pencil icon on the **Update Plan/Appraisal** page

7. Perform one of the following actions:

If You	Then
Want to add a new job objective	Select the Add Objective button to go to the <i>Add Job Objectives</i> page.
	Go to step 8.
Want to view and edit an existing job objective	Select the Update Details pencil icon next to a specific objective to go to the <i>Update Job Objective</i> page and edit the job objective.
	The <i>Update Job Objective</i> page is identical to the <i>Add Objective</i> page, but it contains data while the <i>Add Objective</i> page does not.
	Go to step 8.
	You and your employee should work in the Working Version Job Objective field pending approval of the objective.



Button options on the Add Job Objective page

8. Enter or revise data in the following fields:

Field	Description
Job Objective Title	Give a brief description of the job objective. You may enter up to 80 characters.
	The job objective title must be entered before you can view Show Relevant Organizational Mission/Strategic Goals.
	It is recommended that you use the following format for job objective titles: "Job Objective [#] - [description]". This will allow your job objectives to be sorted numerically in lists.
Start Date	This field defaults to the current date.
	Normally it should be the same as the rating cycle start date on the <i>Create Performance Plan: Overview</i> page, but it may be different if an objective does not become active until a later date due to an anticipated change in your employee's job responsibilities.
Job Objective Status	This field auto-populates identifies whether the job objective has been approved or not. It does not populate until after data has been entered in the Job Objective field.
Date Last Modified	This field displays the last time data was saved in either the Job Objective or Working Version Job Objective field.

Field

Description

Job Objective

Give a detailed description of the job objective. Job objectives should be specific, measurable, aligned, realistic, and timed (SMART). The character limit for this field is 770.



Your employee cannot edit text you enter in this field: however, if your employee entered the text initially, the PAA allows him or her to edit it. In general, to avoid confusion and allow the most editing flexibility, your employee should not enter text into this field. He or she should enter it instead into the Working Version Job Objective field. This allows you and your employee to edit it until you are satisfied that it is final. Then you or your employee cut and paste the text from the Working Version Job Objectives field into this field.



NSPS requires that employees be assigned at least one job objective, and generally three to five.

Working Version Job Objective

While developing draft job objectives, you and your employee should use this section for the draft versions.

The maximum limit of characters for this field is 2,000.

When the job objective has been approved, the data in the **Working Version Job Objective** field will be purged. Either you or your employee must transfer the working version to the **Job Objective** field prior to approval.

Field

Description

Contributing Factors

Contributing factors identify the behaviors associated with accomplishment of a job objective.



The contributing factors are technical proficiency, critical thinking, cooperation and teamwork, communication, customer focus, resource management, and leadership.



Generally you should select no more than three contributing factors for each job objective.



The leadership contributing factor has to be selected for a supervisory job objective and may be assigned to any employee who is responsible for directing work and developing other employees. It will not be available if your pay band/pay schedule does not allow a leadership contributing factor.

Optional Weight

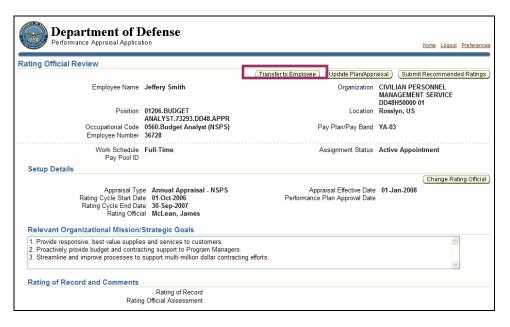
Weighting job objectives is optional and may only be identified by the rating official. You can enter an optional weight on this page or on the *Create Performance Plan: Overview* page.



If weighting is used, the total for all job objectives must equal 100 percent. No job objective may be weighted less than 10 percent and weights must be made in increments of 5 percent.

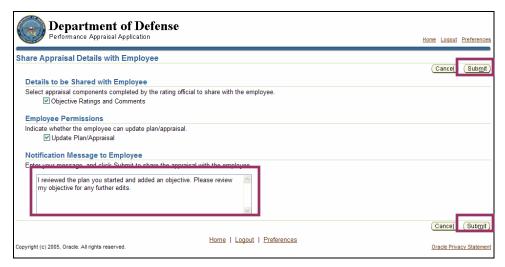
9. Perform one of the following actions:

If You	Then
Want to continue to add or edit objectives	Select the Apply and Add Another button to save what you have entered and return to the <i>Add Job Objective</i> page (or the <i>Update Job Objective</i> page if you are editing). Return to step 8.
Have completed entering or editing job objectives	Select the Apply button to go to the Rating Official Review page.
	Continue with step 10.
	The status of job objectives displays as "pending" until they are approved.



The Transfer to Employee button on the Rating Official Review page

10. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page and complete the transfer.



Comments entered for the employee and the **Submit** button on the *Share Appraisal Details with Employee* page

- 11. Enter comments regarding the performance plan in the **Notification Message to Employee** field.
- 12. Select the **Submit** button to transfer the performance plan to the employee and return to the *Notifications Awaiting Your Attention* page.



The Notifications Awaiting Your Attention page

Congratulations!

You have successfully reviewed your employee's performance plan and added a job objective. The performance plan has been transferred back to your employee for review.

Performance Plan: Approving Job Objectives

As part of the performance planning process, the job objectives, applicable contributing factors, and assigned weights must be reviewed by the employee, approved by you, and receive a higher-level review. This section shows you how to approve the job objectives.

Approval of the performance plan must occur 30 days from the start of the rating cycle, entrance of duty, or employee job change, unless an extension has been granted.



Ensure that any job objective text is cut and pasted from the **Working Version Job Objective** field into the **Job Objective** field before approving the objective.

All text in the **Working Version Job Objective** field is purged when the objective is approved.

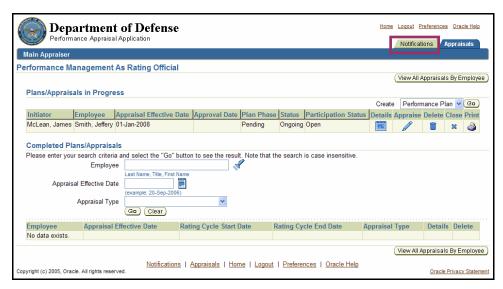
After approval of the objectives, engage your employee in a performance plan conversation to ensure that you both understand what is expected of him or her, based on the job objectives and contributing factors. This is important because these objectives form the basis of the performance appraisals and ratings conducted at the end of the rating cycle.

After the conversation, your employee acknowledges in the PAA that the plan has been communicated to him or her.

As described earlier, the typical steps in the performance plan process are as follows. The step covered in this section is bold and italicized:

- 1. The rating official or employee creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The rating official and employee edit or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your employee before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that the plan was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to approve the job objectives, applicable contributing factors, and assigned weights:



The Notifications tab on the Performance Management As Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to go to the *Notifications Awaiting Your Attention* page.



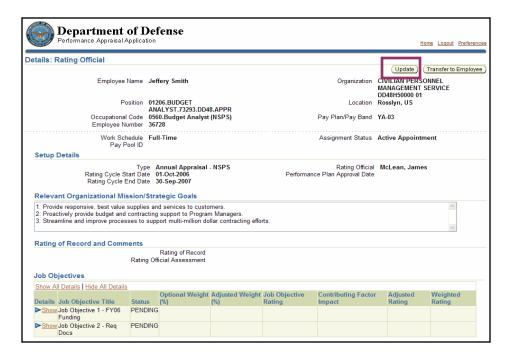
The Notifications Awaiting Your Attention page

2. Select <u>The appraisal of [Employee name] needs your attention as main appraiser</u> to go to the *Information* page.



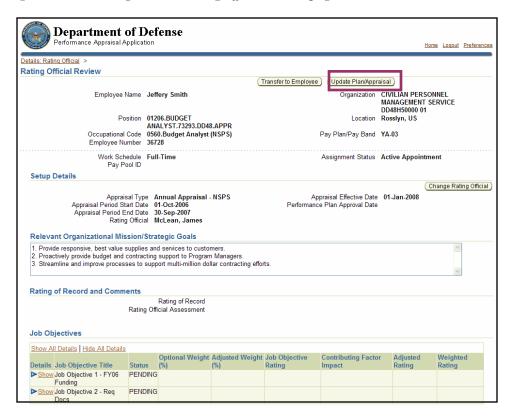
The **Update Action** button and *Employee Notification Comments* section on the *Information* page

- 3. Review your employee's comments in the *Employee Notifications Comments* section.
- 4. Select <u>Update Action</u> to go to the *Details: Rating Official* page.



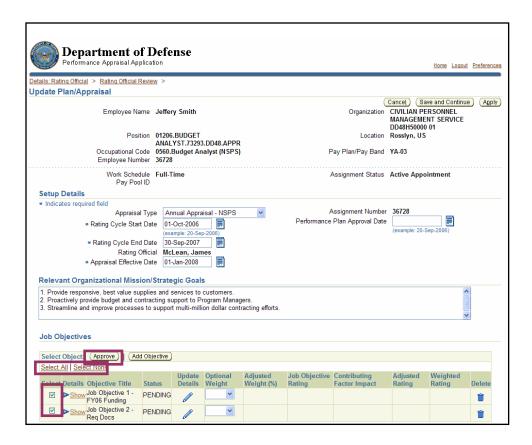
The **Update** button on the *Details: Rating Official* page

5. Select the **Update** button to go to the Rating Official Review page.



The Update Plan/Appraisal button on the Rating Official Review page

6. Select the **Update Plan/Appraisal** button to go to the *Update Plan/Appraisal* page.

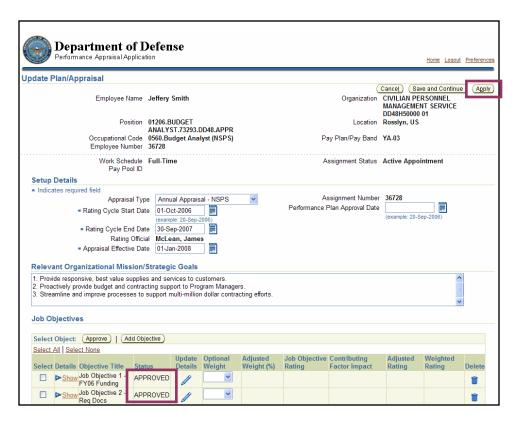


The **Approve**, **Select All**, **Select None**, and **Select** buttons in the Job Objective section of the *Update Plan/Appraisal* page

7. Choose an option for approving job objectives, as follows:

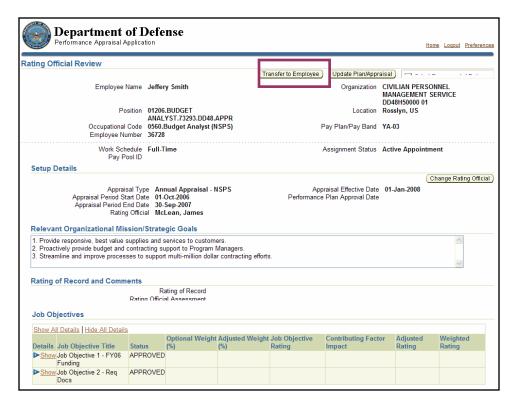
If You	Then
Wish to approve all job objectives at once	Select <u>Select All</u> .
Want to approve each job objective individually	Select the check boxes in the Select column to approve each objective individually.
Have selected the check boxes for some job objectives, but want to clear all of them and start over	Select Select None.

8. Select the **Approve** button to change the status of the job objectives from Pending to Approved.



The **Apply** button and Job objective status changed from Pending to Approved on the *Update Plan/Appraisal* page

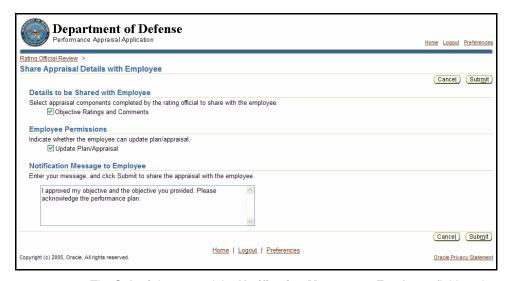
9. Select the **Apply** button to go to the Rating Official Review page.



The **Transfer to Employee** button on the *Rating Official Review* page

10. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page.

Remember that you have not approved the performance plan yet, just the job objectives. However, you must transfer the performance plan to your employee now so that he or she can acknowledge that you have communicated the plan to him or her. After your employee acknowledges it and transfers it back, you can approve the plan.



The **Submit** button and the **Notification Message to Employee** field on the Share Appraisal Details with Employee page

- 11. Enter a message for your employee in the **Notification Message to Employee** field.
- 12. Select the **Submit** button to transfer the performance plan and go to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page

Congratulations!

You have just approved the job objectives and contributing factors for the performance plan. The plan has been transferred for the employee's acknowledgement.

Performance Plan: Approving the Plan

After you have approved the job objectives, applicable contributing factors, and assigned weights for your employee, and your employee has acknowledged them in the PAA, you are ready to approve the performance plan.

During the approval process, document how the plan was delivered to your employee (for example, face-to-face or via telephone), and the date when it was delivered.

If an employee is not available to acknowledge the plan or refuses to acknowledge the plan, document this information also.

Note that you have approved the job objectives, applicable contributing factors, and assigned weights as a separate step from the performance plan as a whole.



You should avoid approving a performance plan that has unapproved objectives in it, because this could lead to erroneous ratings of record. At the end of the process, you could mistakenly assume that because the plan is approved, all of the objectives are also. However, objectives that are not approved will not be calculated as part of the rating of record. Therefore, you should only approve performance plans in which all objectives are approved.



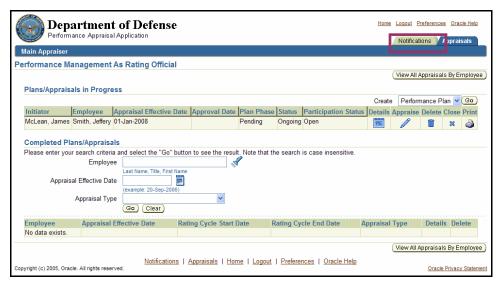
Do not route the approved plan back to your employee simply to serve as notification that the plan was approved. When you transfer the plan, you also transfer ownership. This prevents you from editing it until it is transferred back to you.

Approval of the performance plan must occur before October 31, unless an extension has been granted.

As described earlier, the typical steps in the performance plan process are as follows. The step covered in this section is bold and italicized:

- 1. The rating official or employee creates the performance plan and enters draft job objectives and contributing factors (the rating official also can enter optional weights for the job objectives).
- 2. The rating official and employee edit or add to the performance plan content as needed. This process may involve multiple rounds of editing and transfers between you and your employee before the plan is finalized.
- 3. The rating official approves the final job objectives, contributing factors, and optional weights for the job objectives.
- 4. The employee reviews the performance plan and acknowledges that it was communicated to him or her.
- 5. The rating official approves the performance plan.

Follow these steps to approve the performance plan:



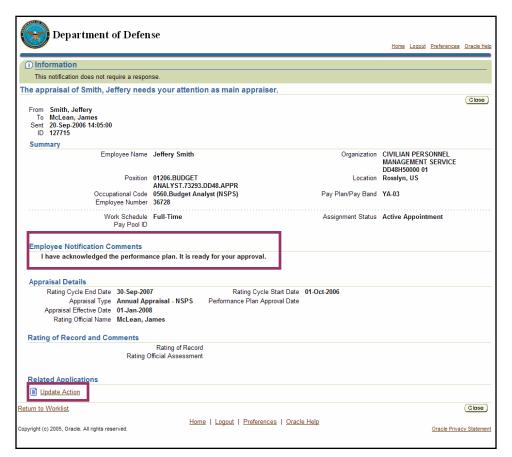
The Notifications tab on the Performance Management As Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to go to the *Notifications Awaiting Your Attention* page.



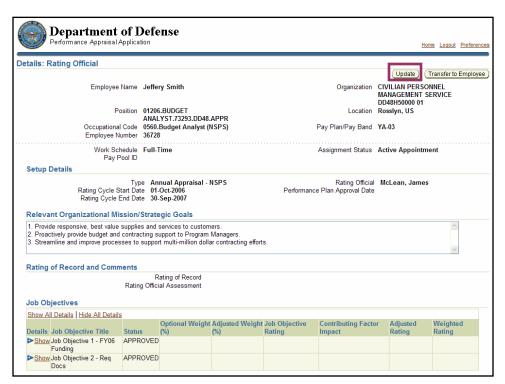
The Notifications Awaiting Your Attention page

2. Select <u>The appraisal of [Employee name] needs your attention as main appraiser</u> to go to the *Information* page.



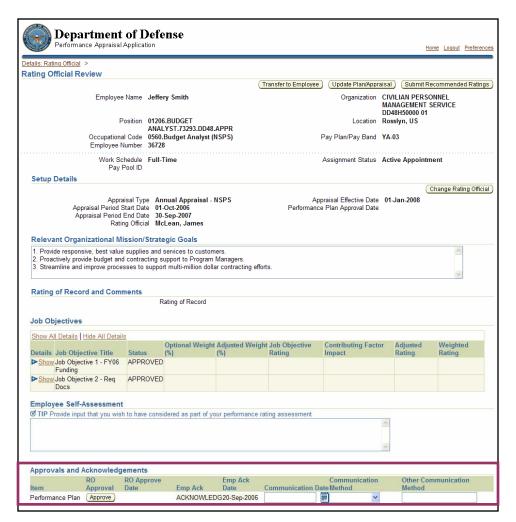
<u>Update Action</u> and the *Employee Notification Comments* section on the *Information* page

- 3. Review your employee's comments in the Employee Notifications Comments section.
- 4. Select <u>Update Action</u> to go to the *Details*: Rating Official page.



The Update button on the Details: Rating Official page

5. Select the **Update** button to go to the Rating Official Review page.



The Approvals and Acknowledgements section of Rating Official Review page with the Approve button and the Communication Date, Communication Method, and Other Communication Method fields highlighted

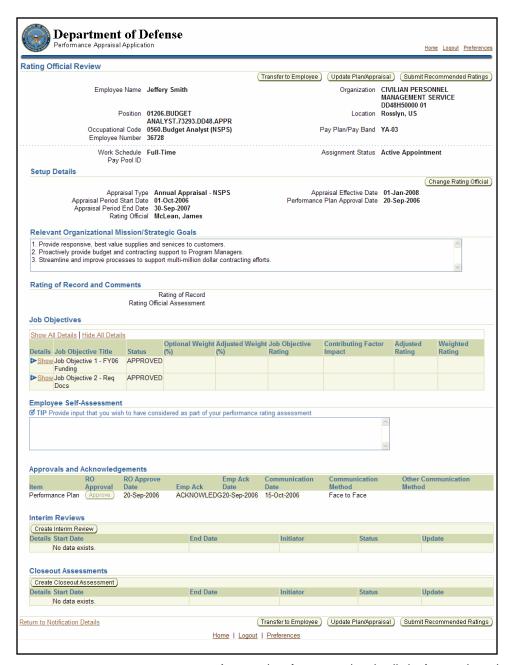
6. Enter the date when the performance plan was communicated to your employee in the **Communication Date** field.

7. Enter the method used to communicate the plan, as follows:

If You	Ther	n
Communicated the performance plan by face-to-face meeting or telephone	appro	t <i>Face-to-Face</i> or <i>Telephone</i> , as opriate, in the Communication nod field.
Communicated the performance plan using some other method	Select <i>Other</i> in the Communication Method field and enter a short description of the method in the Other Communication Method field (20-characters maximum).	
		If your employee refuses to acknowledge the performance plan or is not available to electronically acknowledge it, select Other under Communication Method and document it in the Other Communication Method field.

8. Select the **Approve** button to approve the performance plan and go to the *Rating Official Review* page.

Notice that the **Approve** button is now gray and the values for the performance plan are populated (and read-only).



Approved performance plan details in Approvals and Acknowledgements section on Rating Official Review page

Congratulations!

You have approved the performance plan.

Interim Review: Creating the Interim Review

An interim review can be done at any time during the rating cycle, but it is required at least once. The system allows multiple interim reviews, if desired. The timing and number of interim reviews (greater than one) is at your Component's or organization's discretion.

If you conduct only one interim review, it should be done at the mid-term of the cycle.

In preparing for an interim review, employees are encouraged to complete self - assessments to help you judge the employee's progress toward his or her job objectives. Self-assessments are optional; however, as in the case of performance plans, employees should be actively involved in the performance management process. Encouraging your employees to write self-assessments for interim reviews encourages motivation and accountability and helps you to make a more informed assessment of their performance.

The typical steps in the interim review process are as follows. Steps 1-3 are similar to those performed for end-of-cycle reviews. The step covered in this section is in bold and italicized:

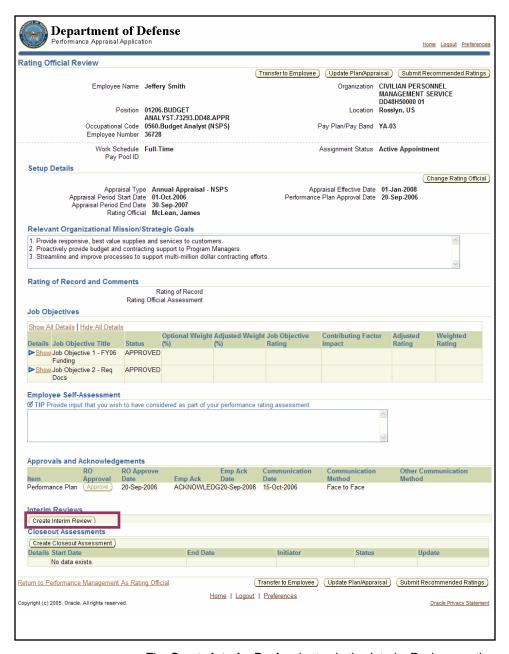
- 1. The rating official creates the interim review and transfers responsibility to the employee to write a self-assessment.
- 2. The employee provides the self-assessment.
- 3. The rating official reviews the self-assessment and provides an interim assessment of the employee.
- 4. The employee reviews the rating official's assessment and acknowledges it.
- 5. The rating official approves the interim review.

Follow these steps to create an interim review:



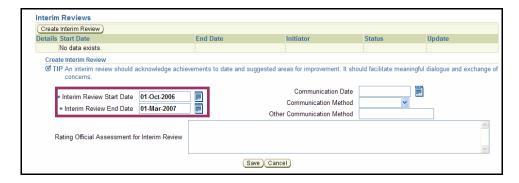
The **Appraise** pencil icon in the *Plans/Appraisals in Progress* section of the *Performance Management As Rating Official* page

1. Select the **Appraise** pencil icon adjacent to an employee name to go to the *Rating Official Review* page for that employee.



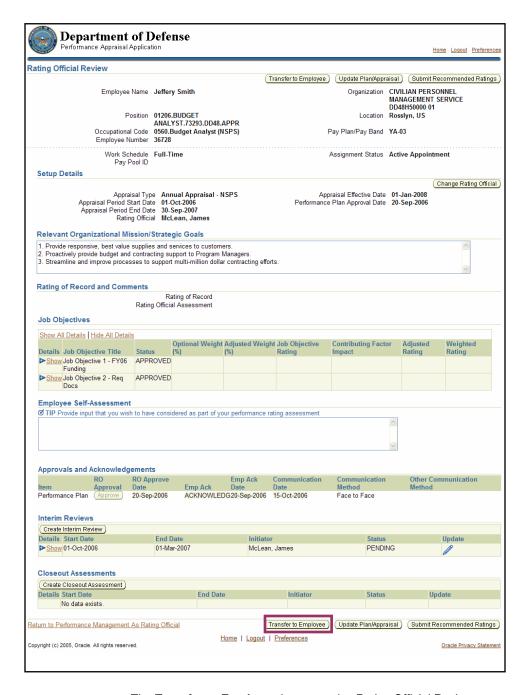
The **Create Interim Review** button in the *Interim Reviews* section on the *Rating Official Review* page

2. Select the **Create Interim Review** button to open the *Update Interim Review* section.



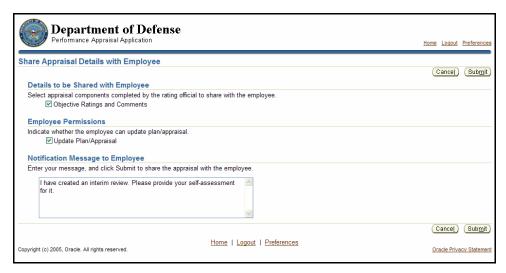
The Interim Review Start Date and Interim Review End Date fields in the Update Interim Review section

- 3. Enter the beginning of the period covered by the interim review in the **Interim Review Start Date** field in the format DD-MMM-YYYY (for example, 01-Oct-2006).
- 4. Enter the last date of the period covered by the interim review in the **Interim Review Start Date** field in the format DD-MMM-YYYY (for example, 01-Mar-2007).
- 5. Select the **Save** button to save the dates and go to the Rating Official Review page.



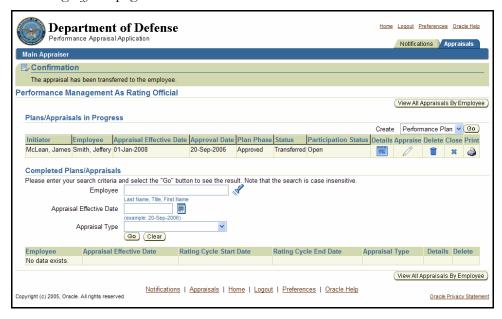
The **Transfer to Employee** button on the *Rating Official Review* page, showing updated information for the interim review

6. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page to invite the employee to provide a self-assessment.



The **Submit** button and the **Notification Message to Employee** field on the Share Appraisal Details with Employee page

- 7. Enter the message inviting your employee to provide a self-assessment for the interim review in the **Notification Message to Employee** field.
- 8. Select the **Submit** button to transfer the interim review and go to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page

Congratulations!

You have just created the interim review and invited your employee to write a self-assessment. Now, your employee can write the self-assessment.

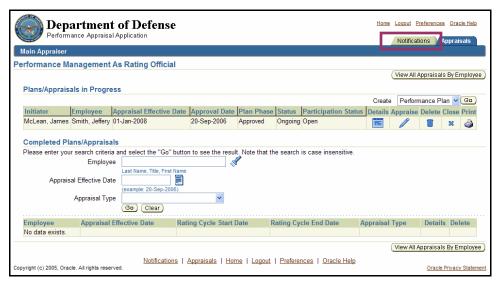
Interim Review: Entering the Assessment for the Interim Review

After you have received the employee's self-assessment, enter your assessment in the interim review.

As described earlier, the typical steps in the interim review process are as follows. The step covered in this section is in bold and italicized:

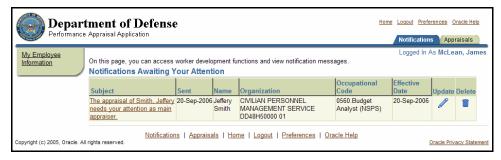
- 1. The rating official creates the interim review and transfers responsibility to the employee to write a self-assessment.
- 2. The employee provides the self-assessment.
- 3. The rating official reviews the self-assessment and provides an interim assessment of the employee.
- 4. The employee reviews the rating official's assessment and acknowledges it.
- 5. The rating official approves the interim review.

Follow these steps to enter the assessment for the interim review:



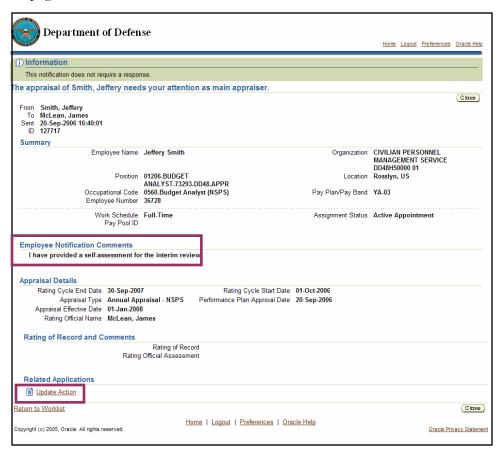
The Notifications tab on the Performance Management As Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to go to the *Notifications Awaiting Your Attention* page.



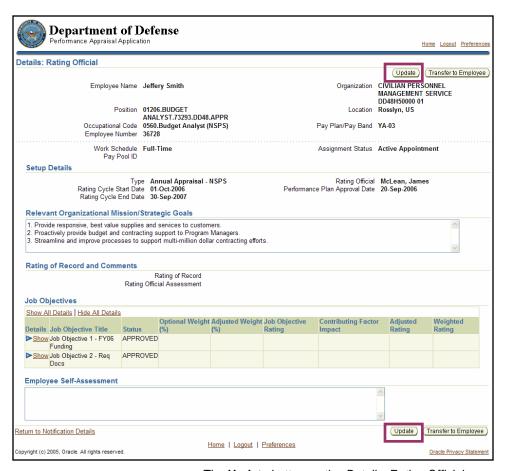
The Notifications Awaiting Your Attention page

2. Select <u>The appraisal of [Employee name] needs your attention as main appraiser</u> to go to the *Information* page.



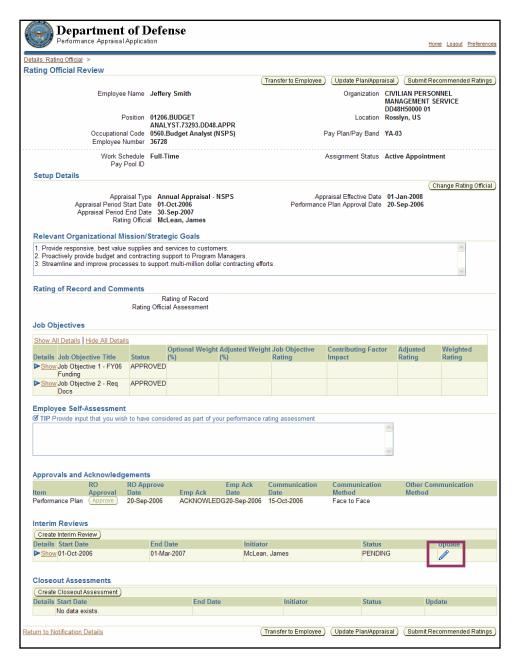
<u>Update Action</u> and the *Employee Notification Comments* section on the *Information* page

- 3. Review your employee's comments in the *Employee Notifications Comments* section.
- 4. Select <u>Update Action</u> to go to the *Details: Rating Official* page.



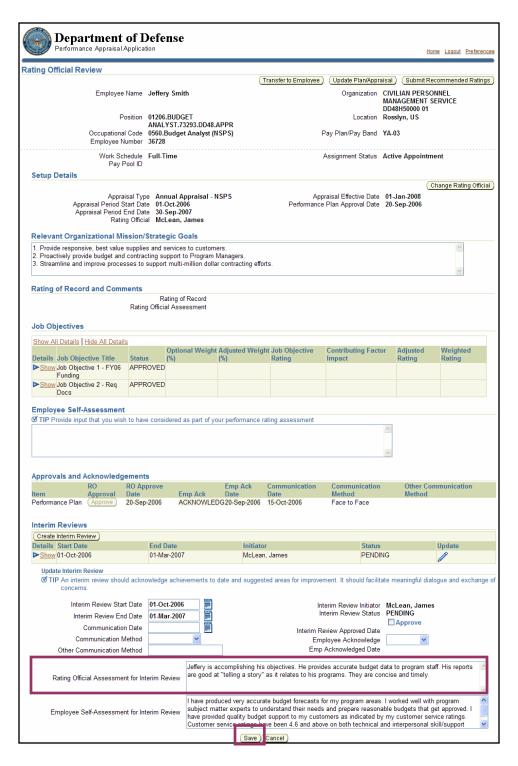
The Update button on the Details: Rating Official page

5. Select the **Update** button to go to the Rating Official Review page.



The Update pencil icon on the Rating Official Review page

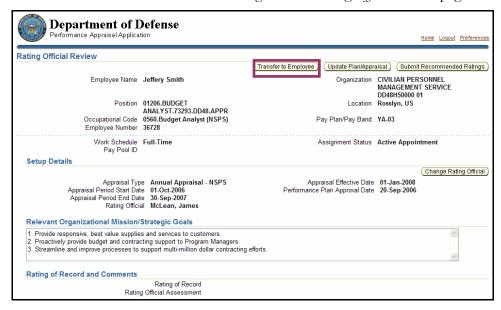
6. Select the **Update** pencil icon to open the *Update Interim Review* section.



The Save button and the Rating Official Assessment for Interim Review field on the Interim Reviews section on the Rating Official Review page

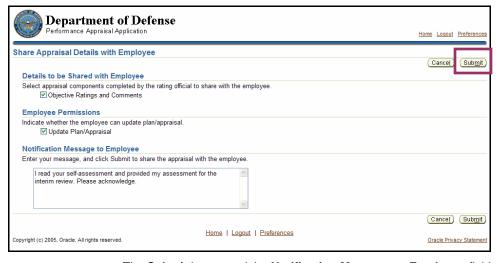
7. Enter your assessment for the interim review in the **Rating Official Assessment for Interim Review** field.

8. Select the **Save** button to save the assessment and go to the Rating Official Review page.



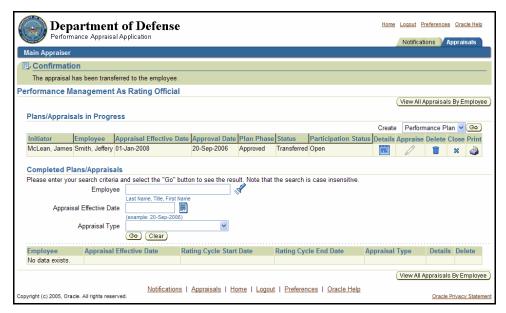
The Transfer to Employee button on the Rating Official Review page

9. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page.



The **Submit** button and the **Notification Message to Employee** field on the *Share Appraisal Details with Employee* page

- 10. Enter a message for your employee in the **Notification Message to Employee** field.
- 11. Select the **Submit** button to transfer the interim review to your employee and go to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page

Congratulations!

You have just reviewed the employee's self-assessment and provided your assessment of the employee. The interim review has been transferred back to your employee for acknowledgement.

Interim Review: Approving the Interim Review

After your employee acknowledges and routes the interim review back to you (or clearly refuses to acknowledge the interim review), you approve it. This locks the review for further changes, providing a permanent record of the review.

Similar to performance plans, during the approval process you document the date and manner in which the review was communicated (for example, face-to-face or via telephone).



Do not route an approved interim review back to your employee simply to serve as notification that the plan was approved. When you transfer the plan, you also transfer ownership. This prevents you from editing it until it is transferred back to you.

As described earlier, the typical steps in the interim review process are as follows. The step covered in this section is bold and italicized:

- 1. The rating official creates the interim review record and transfers responsibility to the employee to write a self-assessment.
- 2. The employee provides the self-assessment.
- 3. The rating official reviews the self-assessment and provides an interim assessment of the employee.
- 4. The employee reviews the rating official's assessment and acknowledges it.
- 5. The rating official approves the interim review.

Follow these steps to approve an interim review:



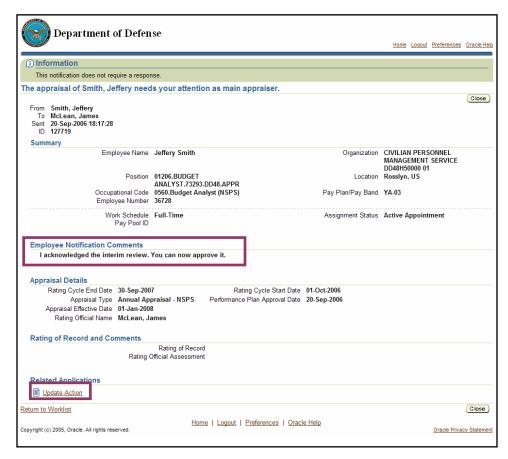
The Notifications tab on the Performance Management as Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to go to the *Notifications Awaiting Your Attention* page.



The Notifications Awaiting Your Attention page

2. Select <u>The appraisal of [employee name] needs your attention as main appraiser</u> to go to the *Rating Official Review* page.



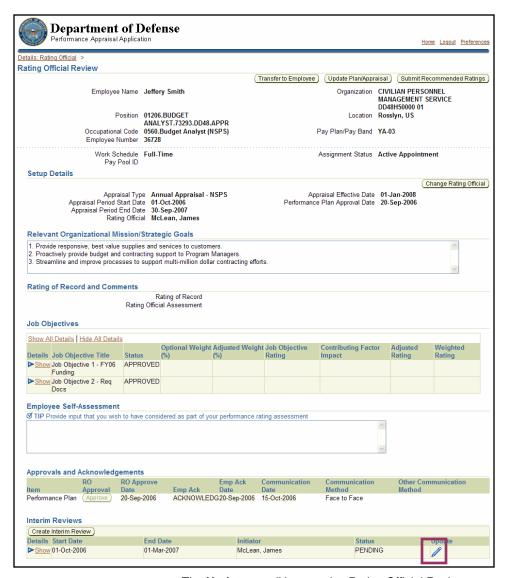
The Interim Review section of the Rating Official Review page, with Update Action highlighted

- 3. Review your employee's comments.
- 4. Select <u>Update Action</u> to go to the *Details*: Rating Official page.



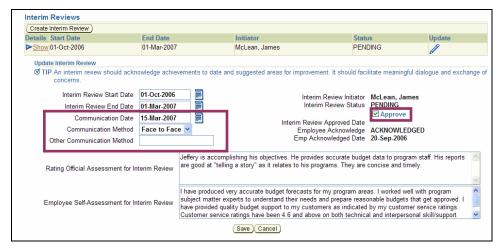
The Update button on the Details: Rating Official page

5. Select the **Update** button to go to the Rating Official Review page.



The Update pencil icon on the Rating Official Review page

6. Select the **Update** pencil icon to open the *Update Interim Review* section.

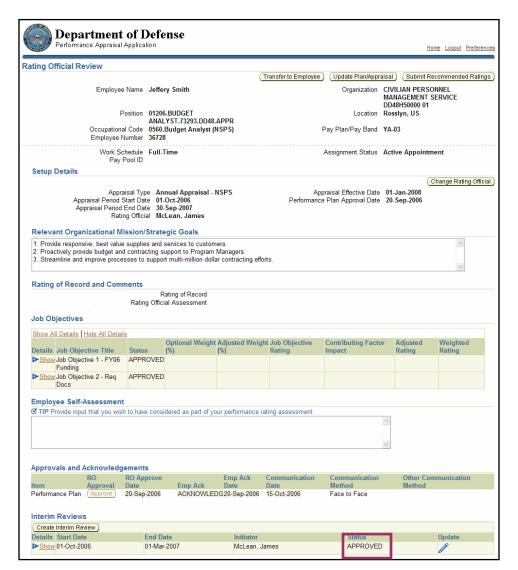


The Approve check box and the fields to complete on the Update Interim Review page

- 7. Review the interim review information.
- 8. Complete the following fields:

Field	Description	
Communication Date	Enter the date when the communication of the interim review took place, in DD-MMM-YYYY format.	
Communication Method	Use the drop-down menu to select the appropriate communication method. If you select <i>Other</i> , enter the communication method you used in the Other Communication Method field.	
Approve Check box	Select the Approve check box.	

9. Select the **Save** button. You remain on the Rating Official Review page.



The Interim Review showing approved status

The Interim Review is listed as approved.

Congratulations!

You have just approved the interim review.

Closeout Assessments (Rating Officials)

Closeout assessments will be included in future versions of this guide.

Annual Appraisal: Inviting the Employee to Provide a Self-Assessment

Employees are encouraged to complete self-assessments during the interim review and end-of-year review. While NSPS does not require self-assessments, they may be mandated by your organization or Component.

The self-assessment conducted as part of the end-of-cycle review is an opportunity for employees to provide input to you about what they have accomplished during the year. The self-assessment should be completed in time to allow you to consider their input as part of the appraisal process.

The typical steps in the annual appraisal process are as follows. Steps 1-3 are similar to those performed for interim reviews. The step covered in this section is bold and italicized.

1. The rating official transfers responsibility to the employee to provide a self-assessment.

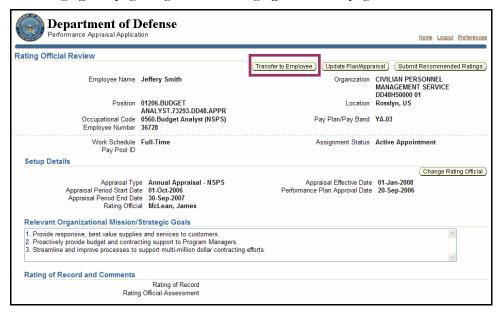
- 2. The employee provides his or her self-assessment (optional).
- 3. The rating official reviews the self-assessment (if applicable).
- 4. The rating official submits his or her assessment and recommended rating for higher-level review and approval.
- 5. The pay pool panel reviews and approves the appraisal (using an application outside PAA).
- 6. The rating official changes his or her rating of the employee, if necessary (in PAA).
- 7. The rating official indicates that the appraisal was communicated to the employee.
- 8. The employee acknowledges that the appraisal was communicated to him or her.

Follow these steps to invite the employee to provide a self-assessment for an end-of-cycle review:



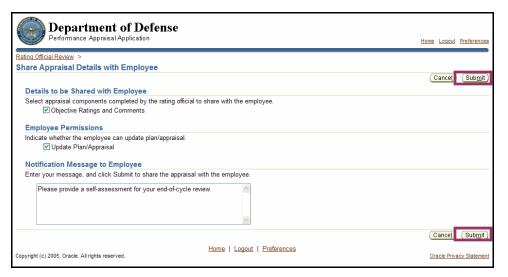
The Performance Management As Rating Official page

1. Select the **Appraise** pencil icon corresponding to the employee record on the *Performance Management As Rating Official* page to go to the *Rating Official Review* page.



The **Transfer to Employee** button on the *Rating Official Review* page

2. Select the **Transfer to Employee** button to go to the *Share Appraisal Details with Employee* page.



The Submit button on the Share Appraisal Details with Employee page

- 3. Enter comments to the employee in the **Notification Message to Employee** field, inviting the employee to provide a self-assessment.
- 4. Select the **Submit** button to return to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page with confirmation message

Congratulations!

You have just invited the employee to provide a self-assessment for the end-of-cycle review. The annual appraisal has been transferred to your employee for a self-assessment.

Annual Appraisal: Reviewing the Employee's Self-Assessment

After your employee has entered his or her self-assessment, the employee transfers it to you. You then review it as input into the assessment you will submit for the employee.

As described earlier, the typical steps in the annual appraisal process are as follows. The step covered in this section is bold and italicized:

- 1. The rating official transfers responsibility to the employee to provide a self-assessment for the end-of-cycle review (optional).
- 2. The employee provides a self-assessment (optional).
- 3. The rating official reviews the self-assessment (if applicable).
- 4. The rating official submits his or her assessment and recommended rating for higher-level review and approval
- 5. The pay pool panel reviews and approves the appraisal (using an application outside PAA). The rating official changes his or her rating of the employee, if necessary (in PAA)
- 6. The rating official indicates that the appraisal was communicated to the employee.
- 7. The employee acknowledges that the appraisal was communicated to him or her.

Follow these steps to review the employee's self-assessment:



The Notifications tab on the Performance Management As Rating Official page

1. Select the **Notifications** tab on the *Performance Management As Rating Official* page to go to the *Notifications Awaiting Your Attention* page.



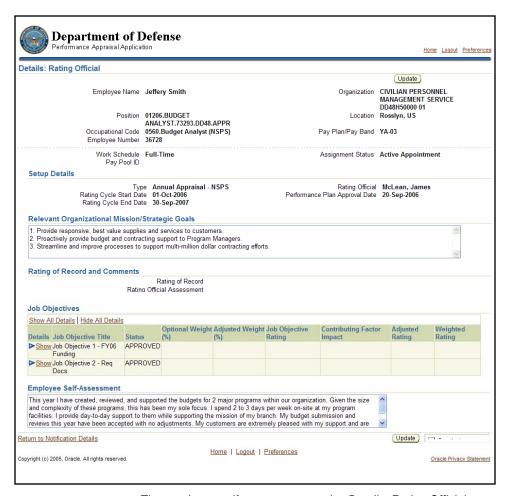
The Notifications Awaiting Your Attention page

2. Select <u>The appraisal of [Employee name] needs your attention as main appraiser</u> to go to the *Information* page.



Employee notification comments and <u>Update Action</u> on the *Information* page

- 3. Review your employee's comments in the *Employee Notification Comments* section.
- 4. Select <u>Update Action</u> to go to the *Details*: Rating Official page.



The employee self-assessment on the Details: Rating Official page

5. Review the self-assessment to prepare for the end-of-cycle review.

Congratulations!

You have just reviewed the employee's self-assessment.

Annual Appraisal: Submitting the Assessment and Recommended Rating

An integral part of the performance management process is your assessment of your employee's performance. This written annual assessment captures your employee's accomplishments during the appraisal period.

You also produce a recommended rating that is sent to a higher-level reviewer for review and approval. Once approved, it is sent directly to the pay pool manager for pay pool panel review.

When an appraisal is sent to the pay pool manager, it leaves the PAA and goes to another application.

As described earlier, the typical steps in the annual appraisal process are as follows. The step covered in this section is bold and italicized:

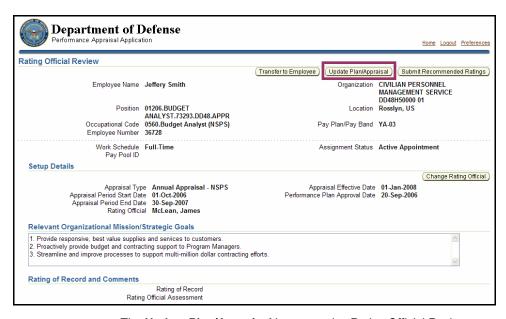
- 1. The rating official transfers responsibility to the employee to provide a self-assessment for the end-of-cycle review (optional).
- 2. The employee provides a self-assessment (optional).
- 3. The rating official reviews the self-assessment (if applicable).
- 4. The rating official submits his or her assessment and recommended rating for higher-level review and approval.
- 5. The pay pool panel reviews and approves the appraisal (using an application outside PAA). During the pay pool panel's appraisal reconciliation process, the panel may ask the rating official to modify his or her rating of the employee.
- 6. The rating official indicates that the appraisal was communicated to the employee.
- 7. The employee acknowledges that the appraisal was communicated to him or her.

Follow these steps to submit the assessment and recommended rating:



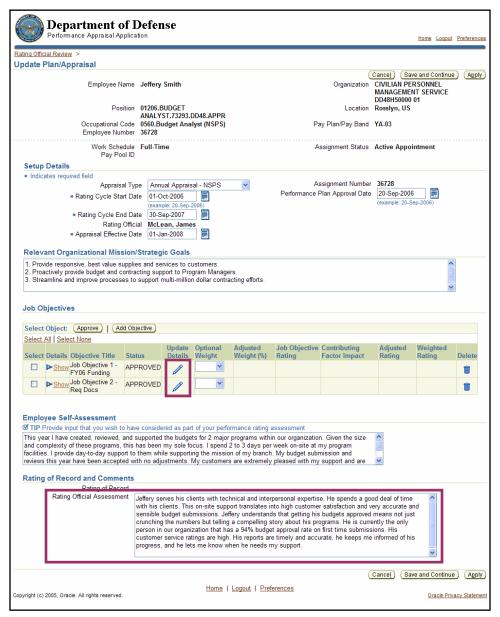
The Appraise icon on Performance Management As Rating Official page

1. Select the **Appraise** icon on the *Performance Management As Rating Official* page to go to the *Rating Official Review* page.



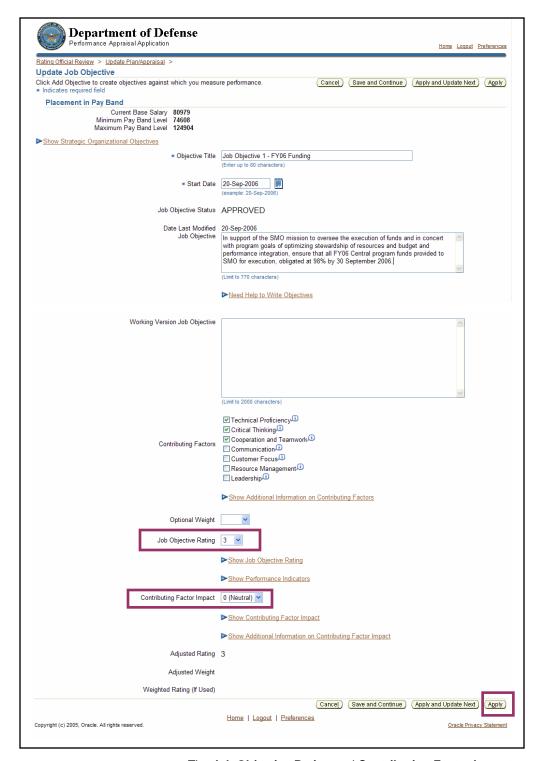
The **Update Plan/Appraisal** button on the *Rating Official Review* page

2. Select the **Update Plan/Appraisal** button to go to the *Update Plan/Appraisal* page.



The rating official assessment and **Update Details** icon on the *Update Plan/Appraisal* page

- 3. Enter your assessment in the **Rating Official Assessment** field.
 - For each job objective listed, perform the following steps:
- 4. Select the **Update Details** pencil icon next to the job objective to go to the *Update Job Objective* page.



The **Job Objective Rating** and **Contributing Factor Impact** fields on the *Update Job Objective* page

- 5. Enter the rating for the job objective in the **Job Objective Rating** field.
- 6. Enter the effect of the contributing factor in the **Contributing Factor Impact** field.

The table below defines the business rules for how the PAA handles certain job objective ratings and contributing factor combinations.

If	Then
A job objective is scored at level 5	The contributing factor impact can be "+1," but the adjusted rating must equal "5."
No contributing factors are selected	The contributing factor impact will automatically be auto-populated to "0 Neutral."
The job objective is rated at level 2	The contributing factor impact can be "-1," but it will not lower the job objective rating to level 1 (It will stay at Level 2.).

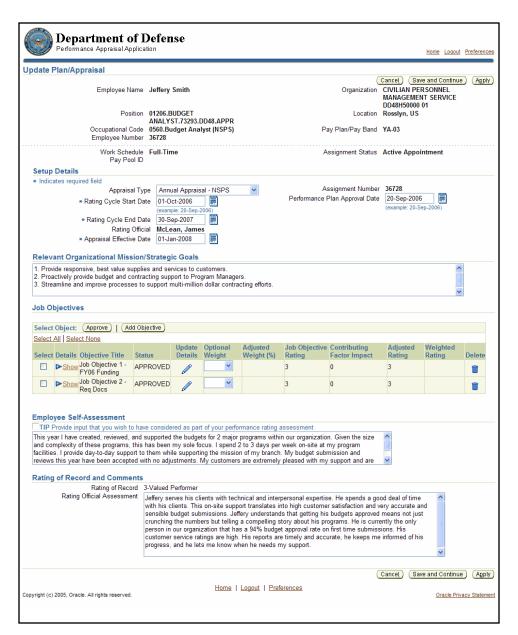
JOB	bjective Rating	
OBJECTIVE		
RATING	DESCRIPTORS	
5	Employee exceeded the assigned job objective at a level of performance equal to, or above, the Level 5 performance indicator.	
4	Employee exceeded the assigned job objective at a level of performance above the Level 3 indicator but below the Level 5 performance indicator.	
3	Employee met the assigned job objective at a level of performance equal to the Level 3 indicator.	
2	Employee met the assigned job objective at a level of performance below the Level 3 indicator level or needed guidance and assistance beyond that described in the Level 3 indicator.	
1	Employee failed to achieve the assigned job objective or failed in the performance of a single assignment where such failure had a significant negative impact on accomplishment of the mission or where a single failure resulted in or could result in death, injury, breach of security, or great monetary loss.	
NR	Employee did not have an opportunity to perform the job objective because it became obsolete or could not be accomplished due to extenuating circumstances.	
Performa	mance Indicators ance Indicators TMENT OF DEFENSE NATIONAL SECURITY PER	RSONNEL SYSTEI
(NSPS) Perform	ance Indicators ional/Analytic Pay Schedules (Non- Supervisors	
Dana		
Level 3		

7. Perform any of the following:

If You	Then
Need more information on job objective ratings	Select Show Job Objective Rating to display descriptors of each rating level.
Need to hide the information on job objective ratings	Select <u>Hide Job Objective Rating</u> .
Need more information on performance indicators	Select Show Performance Indicators to display descriptors of each indicator.
Need to hide the information on performance indicators	Select <u>Hide Performance Indicators</u> to hide descriptors of each indicator.

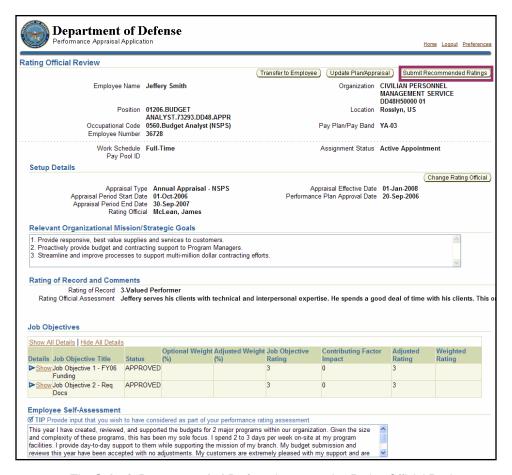
8. Choose one of the following actions:

If You	Then
Want to update the next job objective	Select the Apply and Update Next button, and then repeat steps 3-7.
Want to update all job objectives	Select the Apply button to go to the <i>Update Plan/Appraisal</i> page.
	The Adjusted Rating, Adjusted Weight, and Weighted Rating (if used) fields are read- only and auto-populated based on the entered job objective rating, contributing factor impact, and optional weights.
	Go to step 9.



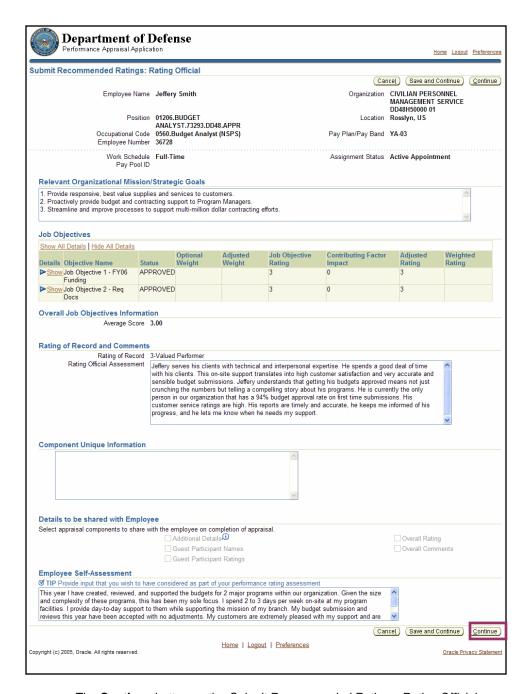
The Update Plan/Appraisal page

- 9. Review the information on the *Update Plan/Appraisal* page.
- 10. Select the **Apply** button to go to the Rating Official Review page.



The Submit Recommended Ratings button on the Rating Official Review page

11. Select the **Submit Recommended Ratings** button to submit the ratings and go to the *Submit Recommended Ratings: Rating Official* page.



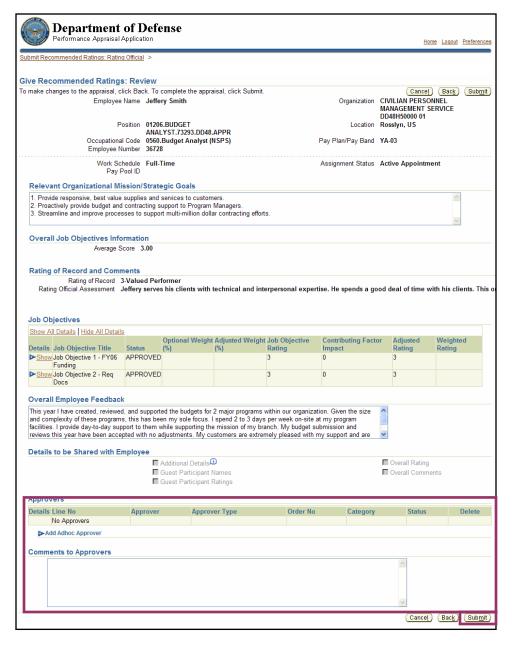
The Continue button on the Submit Recommended Ratings: Rating Official page

12. Review the information contained on the Submit Recommended Ratings: Rating Official page.

Note the following about calculation of values found in the *Job Objectives*, *Overall Job Objectives Information*, and *Rating of Record and Comments* sections:

If	Then
The job objective rating is "1" for an objective	The rating of record is "1," regardless of the adjusted rating of any other job objective.
The job objective rating for an objective is NR (not rated)	This job objective is not counted when averaging ratings.
No optional weights are used for objectives	The adjusted ratings are divided by the number of job objectives in Approved status to obtain the average score.
The average score is of the form x.51 or higher	The rating of record is calculated by rounding up to the next whole number.
The average score is of the form x.50 or lower	The rating of record is calculated by rounding down to the whole number.
The job objectives are weighted	The weighted ratings are added.

13. Select the **Continue** button to go to the *Give Recommended Ratings: Review* page.



The **Submit** button and *Approvers* and *Comments to Approvers sections* of the Give Recommended Ratings: Review page

14. Verify the default approver for the appraisal who will serve as the higher-level reviewer of this appraisal. The default approver is your immediate supervisor. This is based on information stored in the SSHR hierarchy.

One higher-level review is needed for annual appraisals.



The higher-level review is not the same as the pay pool panel review.

15. Enter your comments to the approver in the **Comments to Approvers** field.

16. Select the **Submit** button to display a warning page which informs you that the appraisal is about to be completed.



The **Yes** button selected to complete the appraisal on the *Warning* page

17. Select the **Yes** button to go to the *Confirmation* page.



The Performance Management As Rating Official page showing Pending Approval in the Status column

The employee's record on the *Performance Management As Rating Official* page reads "Pending Approval" in the Status column.

You no longer have ownership of the appraisal; the higher level reviewer has ownership.

No more changes or updates are allowed once you select the **Yes** button. The appraisal has been submitted to the higher level reviewer for review and approval. If it is approved, it will be sent directly to the pay pool manager for review by the pay pool panel. If it is not approved, it will be returned to you for changes.

Congratulations!

You have just submitted your assessment and recommended rating of the employee.

Annual Appraisal: Changing Ratings As a Result of Pay Pool Panel Review

This procedure will be included in future versions of this guide.

Annual Appraisal: Indicating That the Appraisal Was Communicated to the Employee

This procedure will be included in future versions of this guide.

Closing a Notification (Rating Officials)

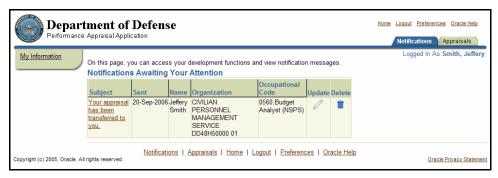
Once an appraisal has been transferred from your employee to you, it appears as a notification in your *Notifications Awaiting Your Attention* page. The notifications remain in the list of notifications until you close them, which purges them from the system; they do not automatically disappear from the notifications list once you have opened them. This is similar to the way emails work in many email applications.

If you purge the notification, the appraisal can be accessed through the My Plans/Appraisals page.



The notification message from your employee will be purged along with the notification. Ensure that you have opened the notification and read the notification message before you purge it.

You can close a notification by doing the following:



Notifications on the Notifications Awaiting Your Attention page

1. Select Your appraisal has been transferred to you to go to the Information page.



Close button on the Information page

2. Select the **Close** button to purge the notification from your notifications list and return to the *Notifications Awaiting Your Attention* page.

As described in the warning message above, the notification comment from your employee in the *Employee Comments* section is no longer available once you close the notification.



Notifications Awaiting Your Attention page with notification purged

Congratulations!

You have just closed a notification.

In future versions of the PAA, you will be able to close a notification on the *Notifications Awaiting Your Attention* page by selecting the **Delete** icon.

Retrieving an Appraisal from an Employee

There may be times when you, as a rating official, have transferred the appraisal record to your employee, but then find that you need to make further edits before your employee starts working on it. It is now under ownership of your employee, so you cannot make any edits to the appraisal unless you retrieve it.

You may also need to retrieve an appraisal if, after transferring the appraisal, you discover that your employee is not available to log on to the PAA and work on the appraisal. This may interfere with meeting a deadline for completing a certain item. In this case, you should retrieve the appraisal and finalize it yourself.

Your employee will receive a notification in their **Notifications** tab after the appraisal is retrieved.



If you retrieve the appraisal, it reverts back to its state *the last time it was transferred*. If your employee has been working on the appraisal since it was transferred to him or her, those changes will be lost.

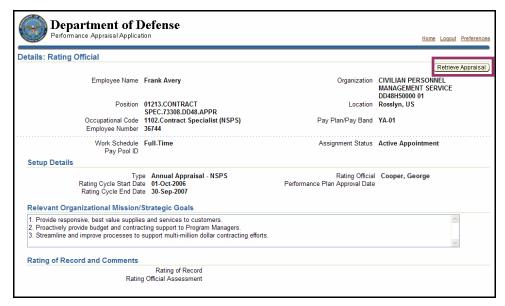
Follow these steps to retrieve an appraisal:



Grayed-out pencil icon and **Details** button on the *Performance Management As Rating Official* page

1. Select the **Details** icon for the appraisal you need to retrieve to go to the *Details*: Rating Official page.

On the *Performance Management As Rating Official* page, note that the **Appraise** pencil icon for this appraisal is gray, meaning that your employee has ownership of it.



The Retrieve Appraisal button on the Details: Rating Official page

2. Select the **Retrieve Appraisal** button to return to the *Performance Management As Rating Official* page. The pencil icon is now active, indicating that you have ownership of the appraisal.



The Details: Rating Official page with the Appraise pencil icon now active

Congratulations!

You have just retrieved an appraisal.

Changing the Rating Official Assignment

As a rating official, there may be times when you need to change your employee's rating official assignment to another rating official. This may happen if you or your employee change positions and you no longer supervise the employee or if you are temporarily unavailable to perform rating official functions (for example, due to illness or vacation).

A rating official assignment can only be changed to another person who is identified as a rating official in the PAA. Like the former rating official, the new rating official should have first-hand knowledge of the employee's work.

Follow these steps to change a rating official assignment:



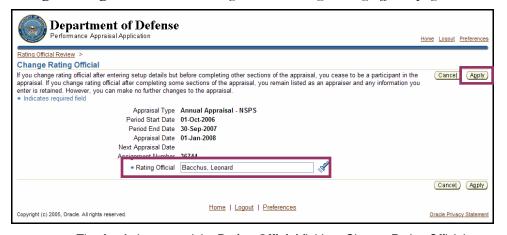
The Performance Management As Rating Official page

1. Select the **Appraise** pencil icon for the employee whose rating official you want to change on the *Performance Management As Rating Official* page to go to the *Rating Official Review* page.



The Change Rating Official button on the Rating Official Review page

2. Select the **Change Rating Official** button to go to the *Change Rating Official* page.

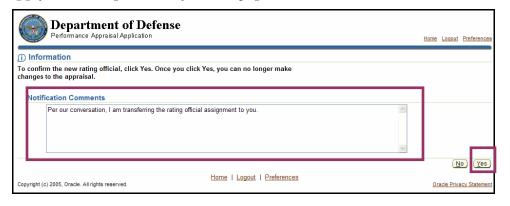


The Apply button and the Rating Official field on Change Rating Official page

3. Enter the name of the rating official you wish to change to in the **Rating Official** field, as follows:

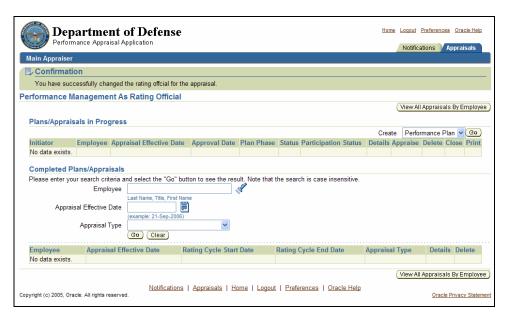
If	Then
You know the person's name as it is stored in SSHR	Type it into the field, in [last name], [first name] format
You wish to search by full name, occupational code, or organization	1. Select the Find icon to search for the namusing the <i>Search and Select</i> dialog box.
code, or organization	2. Enter the name of the person in the field to the right of the Search By field.
	3. Select the Go button to display a list of names.
	4. Select the Select radio button to the left of the name you need.
	5. Select the Select button to insert the name in the field.

4. Select the **Apply** button to go to the *Information* page.



The Notification Comments field and the Yes button on the Information page

- 5. Enter your notification comments to the new rating official in the **Notification Comments** field.
- 6. Select the **Yes** button to confirm your change and go to the *Performance Management As Rating Official* page.



The Performance Management As Rating Official page

Congratulations!

You have just changed the rating official assignment.

Appendix A

Additional Information about the PAA

What is Oracle® Self-Service Human Resources?

Self-Service Human Resources (SSHR) is the latest evolution in Defense Civilian Personnel Data System (DCPDS) applications. It provides the automated tool for employees, supervisors, and managers to participate as stakeholders in the Human Resources (HR) arena via a Web browser. SSHR allows managers, supervisors, and employees to access, view, and update personnel information relating to appointment, position, person, benefits, awards and bonuses, and performance 24 hours a day, 7 days a week.

What is a self-service hierarchy?

A self-service hierarchy is the mechanism used to create the one-to-one relationships necessary to identify the supervisory chain within organizations. The self-service hierarchy must be established to provide the rating official with access to their employees' records. Until the hierarchy is established in the Components' production databases, the appraisal menu item will not be available on the navigation menu.

Military supervisors will also be established in the self-service hierarchy.

How will I get my user IDs and passwords to access SSHR?

Component systems administrators will establish user IDs and passwords for all users requiring access to the Appraisal module.

How does the PAA relate to SSHR?

You access PAA through SSHR using the user ID and password provided. You will be required to change the default password immediately after you log on for the first time.

There are rules you need to know about creating passwords. The most important is to never give your password to anyone. Giving your password to someone is equivalent to giving them all your highly personal information. You must be assigned SSHR responsibilities in DCPDS to access the Appraisal module. The supervisor or manager is assigned "My Workplace" responsibility and you are assigned "My Biz" responsibility.

Rating officials and employees, respectively, will access the PAA by selecting the following items after logging on to SSHR:

- Rating Official Navigation: <u>My Workplace</u> → <u>NSPS Appraisals (My Workplace)</u>
- Employee Navigation: My Biz → NSPS Appraisals (My Biz)

Rating officials will access their personal appraisal through My Biz.

Other PAA Documentation and Training

This document is intended mainly as a reference. PAA training is being developed. To see the available training, go to http://www.cpms.osd.mil/nsps/training.html .

There is no help information available from PAA screens.

Appendix B

Commonly Used Icons and Buttons

Icon	Description
S	Selecting the Find icon opens a Find window.
	If the Pencil icon is highlighted, you are able to update information related to your appraisal.
0	If the Pencil icon is grayed out, you are unable to update information related to your appraisal.
	Selecting the Delete icon will remove data from the system permanently.
Action	Selecting the Action icon initiates an update action for an employee listed on the <i>Create Performance Plan: Employees in Hierarchy</i> page.
Details	Selecting the Details icon displays read-only information. The Details icon displays a different set of information depending on which page it is located.
Save and Continue	Selecting the Save and Continue button saves changes. You can continue to work on the same page or navigate to other functions.
Cancel	On some pages, selecting the Cancel button will take you to the previous page. On other pages, you will receive the following warning. Selecting Yes will take you to the previous page (make sure the changes have been saved).
	A Warning You have chosen to cancel your changes. Do you want to continue with the cancellation? No Yes
Overview Review	The process bar orients you to where you are in the appraisal process in PAA.
<u>C</u> ontinue	Selecting the Continue button takes you to the next page.

Icon	Description
(Bac <u>k</u>)	Selecting the Back button takes you back one page.
Transfer to Rating Official	Selecting the Transfer to Rating Official button transfers the appraisal to the rating official.
Transfer to Employee	Selecting the Transfer to Employee button transfers the appraisal to the employee.
Apply	Selecting the Apply button applies all changes.
Print	Selecting the Print icon allows you to print the DD 2906 form with completed information. At this time, only the performance plan will be printed, and only approved job objectives will appear on the form.
	Selecting the Calendar icon allows you to select a date for updating. This is associated with date areas only.
Show All Details	Selecting Show All Details expands all sections.
Hide All Details	Selecting Hide All Details collapses all sections.
Retrieve Appraisal	Selecting the Retrieve Appraisal button retrieves an appraisal that has been transferred to the employee. The employee receives a notification of this.
×	The Close Performance Plan/Appraisal button is only available to rating officials. Selecting it inactivates the appraisal and removes it from your Plans/Appraisals in Progress list. It does not permanently delete it from the system.

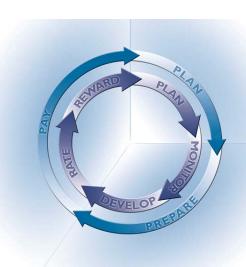
Appendix C

Overview of the Performance Management System and Pay Pool Process

NSPS is a pay-for-performance system designed to compensate and reward employees based on individual and organizational performance and contribution. Performance management in NSPS consists of the integration of two processes: performance management and pay pool management. The performance management cycle consists of five phases: Plan, Monitor, Develop, Rate, and Reward. The pay pool process consists of three phases: Plan, Prepare, and Pay. The circles below illustrate the relationship between the timing of the phases of the performance management cycle and the pay pool process.

3. Pay Phase:

- Reconcile ratings and payout decisions.
- Communicate the decisions.
- Ensure that pay is allocated appropriately.



The Overlap of the Pay Pool Process and the Performance Management Cycle

1. Plan Phase:

- Setup or revise the structure.
 - Publish relevant information.
- Establish timelines.

2. Prepare Phase:

- Build a shared understanding of the performance levels.
- Revise the process.
- Conduct a mock pay pool.

The *Plan phase* is the first phase of both the performance management cycle and the pay pool process. During the performance management cycle's Plan phase, rating officials and employees identify and agree on performance objectives for the coming year. In addition to agreeing on what work will be done during the year, rating officials and employees come to an understanding on how the work should be done and what are the most important attributes and behaviors against which the work will be evaluated. These attributes and behaviors are called contributing factors. The objectives and contributing factors are captured in each employee's performance plan, which is created and stored in the PAA online tool.

During the *Plan phase* of the pay pool process, pay pool managers establish the structure of the pay pool, including identifying the relationship between rating officials and employees. This relationship must be established within the online tools in order for the rating officials to enter the job objectives and for employees to approve them in the system.

During the *Monitor and Develop phases* of the performance management cycle, the rating official observes and discusses the quality of work with the employee. Although NSPS encourages holding ongoing informal conversations about performance, it requires that rating officials hold at least one formal conversation during the time between finalizing the performance plan and beginning to rate the employee. During this interim review conversation, the rating official and employee should discuss what has been accomplished so far in the year, how it has been accomplished, how performance can be improved, and how the employee can develop additional skills. The results of the interim review conversation are captured in the employee's performance plan contained in the PAA.

Towards the end of the performance management cycle, the *Rate phase* begins. The phase starts with the employee writing a self-assessment of the work accomplished during the year. This self-assessment aids the rating official in evaluating the employee's performance for the year. The self-assessment is an opportunity to advocate on one's own behalf and to place one's work in the context of the established goals for the year. Therefore, employees should write self-assessments with great care. To ensure that the information is captured, the self-assessments are stored in the PAA. The performance management cycle's *Rate phase* concludes with the rating official making recommendations for the employee's performance rating, share allocation, and payout distribution and providing a narrative to support the recommended rating. This information is also stored in the employee's performance plan in the PAA.

The *Pay phase* of the pay pool process begins with a review of the recommendations from the rating officials. Pay pools are groups of employees who work in an organization and share funding for performance payouts. Pay pool panels are groups of managers or supervisors who gather to review employee evaluations to ensure that the same standards for evaluating performance are applied, and that performance payouts are consistent with ratings. Should changes be necessary to ensure fairness, pay pool panel members notify the rating official, who then changes the rating in the PAA.

When final decisions are made, the rating official communicates the results, including the final rating, share allocation, and payout distribution, to the employee. This occurs at the end of the *Pay phase* of the pay pool process that corresponds with the *Reward phase* of the performance management cycle.

