



DPMAP: 21st Century Performance Management

IMCOM Update - #3

Three Phase Performance Management

Performance management is a tool to increase success and accountability, achieve organizational goals, and improve efficiency. The official definition in 5 CFR 430.102: “Performance Management is the systematic process by which an Agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of Agency mission and goals.”

An effective performance management program is a continuous process that helps supervisors recognize their employees’ full performance potential by differentiating between high achievers and those requiring improvement. DPMAP is designed to actively encourage two-way communication between the supervisor and the employee throughout the performance appraisal cycle.

Each phase represents a sequence of events occurring at certain points throughout the performance appraisal cycle. For example, performance plans are developed at the beginning of the cycle but may be updated at any point to reflect changes in the mission, team priorities, or employee duties.

Supervisors and employees share responsibility for **Planning performance**, the critical first phase in performance management process. It is essential to achieving and sustaining a high-performance culture. During planning, the supervisor establishes and clearly communicates performance geared toward achieving organizational goals. Each performance plan identifies specific established performance elements for which the employee will be held accountable. As previously mentioned, the employee and supervisor must work together during this process.

In the **Monitoring performance** phase, supervisors continually and consistently monitor assignments and projects to measure performance and provide ongoing feedback on progress toward reaching employee goals. In addition to providing feedback whenever exceptional or ineffective performance is observed, supervisors should provide periodic feedback about day-to-day accomplishments and contributions. During this phase, communication is critical and an important determinant of the success of the employee and supervisor. For the feedback process to work well, communication must be a two-way process and a joint supervisor and employee responsibility.

The third phase, **Evaluating performance**, means rating performance against established performance elements and standards in an employee’s performance plan. Supervisors must rate each performance element based on an approved plan and provide a rating of record for each employee who has been under an approved performance plan for at least 90 calendar days during the performance appraisal cycle. A written rating of record must be given to each employee after the end of the performance appraisal cycle and is based on work performed during the performance appraisal cycle. DPMAP utilizes three rating levels: a 5 is “Outstanding,” a 3 is “Fully Successful, and a 1 is “Unacceptable.”

Remember, performance management is an ongoing process. Supervisors are required to hold 3 documented performance discussions (the initial performance planning meeting, progress review, and the final performance appraisal discussion) during the performance appraisal cycle. The emphasis of this program is on continuous and timely.

Until next time.....Stay Tune and Stay Positive!