



DEPARTMENT OF THE NAVY
COMMANDER
NAVY REGION EUROPE, AFRICA, SOUTHWEST ASIA
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COMNAVREGEURAFSWAINST 12430.1
N13
26 Oct 11

COMNAVREGEURAFSWA INSTRUCTION 12430.1

From: Commander Navy Region Europe, Africa, Southwest Asia

Subj: CNREURAFSWA POLICY FOR ADMINISTERING INTERIM PERFORMANCE MANAGEMENT SYSTEM (IPMS)

Ref: (a) CNICINST 12430.1
(b) DON Interim Performance Management System for Positions Transitioning to the General Schedule (GS) from National Security Personnel System (NSPS) Department of the Navy Handbook

Encl: (1) CNREURAFSWA IPMS Business Rules
(2) Performance Award Review Board Procedures

1. Purpose. To establish Commander Navy Region Europe, Africa, Southwest Asia (CNREURAFSWA) policy and procedures under the Department of Navy (DON) Interim Performance Management System (IPMS).

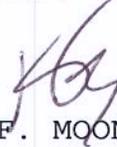
2. Background. Interim Performance Management System (IPMS) is designed to serve as the Navy's performance management system during the interim period between transition of employees from the National Security Personnel System (NSPS) to a new Department of Defense (DOD) wide system currently in development. This instruction applies to CNREURAFSWA employees covered under IPMS; employees still covered by NSPS or other legacy systems will continue to operate under existing policies and procedures.

3. Scope. The provisions of this instruction are applicable throughout CNREURAFSWA. All CNREURAFSWA Commands will adhere to the policies outlined in above references and enclosures. This instruction will be reviewed and modified as needed to ensure compliance with current DON IPMS guidance.

4. Action. Provisions of this instruction apply upon the effective date of this notification. This instruction and the policies developed by the Performance Award Review Board will be reviewed by the Executive Director and modified as necessary no later than ninety (90) days before the end of the annual

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performance cycle period or within 15 days of the issuance of this business rule (whichever is later).



K. F. MOONEY
Executive Director

Distribution:
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Administration%20%20Instructions/](https://g2.cnic.navy.mil/TSCNREURAFSWA/N00/N00C/Administration%20%20Instructions/)

CNREURAFSWA IPMS BUSINESS RULES

1. Purpose. Business rules are designed to supplement, and to be applied in conjunction with policies referenced in Commander Navy Region Europe, Africa, Southwest Asia (CNREURAFSWA) Instructions.

2. Responsibilities. All parties involved with Interim Performance Management System (IPMS) are responsible to know, understand and comply with references as well as these business rules.

a. Compensation Review Board (CRB). The CRB will ensure policies, rules, and regulations are consistent across CNIC as well as approve final recommendations.

b. Executive Director (ED). The CNREURAFSWA ED will serve as the authority over the CNREURAFSWA Performance Award Review Board(s) (PARBs). Duties include:

(1) Establish expectations for the PARB process;

(2) Approve recommendations of the Chairs and confirm PARB training completion with assistance from the Regional Performance Management Program Manager;

(3) Oversee composition of the PARB;

(4) Serve as a member of the CRB.

c. N135. CNREURAFSWA will use the Human Resources Service Center Southeast (HRSC SE) process for submitting ratings and awards for processing in the Defense Civilian Personnel Data System (DCPDS). Duties for local servicing Human Resources Offices (HROs) will include:

(1) Coordinating submission of appraisals and approved awards.

(2) Processing of performance based awards after the final awards have been approved.

(3) Filing completed appraisals in an employee's performance folder.

d. Regional Performance Management Program Manager (RPM). The RPM serves as the N135 liaison between CNIC and the Region to provide guidance and clarification on all aspects of performance management.

e. PARB Chair (Chair). The Chair will normally be a representative designated by the ED for the Region PARB, and the Executive Officer (XO) for each installation PARB. When the XO is not available, the Commanding Officer (CO) may designate an alternate representative. The Chair oversees the overall operation of the PARB. Duties include:

(1) Ensuring expectations and guidelines set by the ED are met, and there is equity across the organization within career stages.

(2) Managing the operation of the PARB.

(3) Nominating Senior Rating Officials (SROs) and managers who represent the majority of the workforce to be PARB members.

(4) Ensuring employee performance appraisals are given a fair review without regard to race, national origin, sex, color, religion, age, physical/mental disability or reprisal for prior Equal Employment Opportunity (EEO) complaint or involvement.

g. PARB Members. The PARB Members must be familiar with the work of the employees whose awards will be reviewed. If PARB members become unavailable to serve for any reason, the Chair will promptly designate a replacement who will be confirmed by the ED.

h. PARB Administrator. The Administrator serves as the local servicing HRO liaison between the RPM and the installation to provide guidance and clarification on all aspects of performance management. This role is generally selected from the local servicing HRO and provides administrative processing to help the PARB run smoothly. Some of these duties include:

(1) Receiving, storing, securing, and organizing electronic and/or hard copy appraisal information for the PARB's use.

(2) Compiling all the data elements and material required for the PARB review process.

(3) Preparing necessary documentation as requested by the Chair to facilitate deliberations. Documents shall be securely stored and accessible only to the PARB and the Administrator. When possible, documents should be provided to the Chair for review, in advance of the meeting.

(4) Providing access to DoD, DON, and CNREURAFSWA business rules governing IPMS during PARB deliberation.

(5) Running all necessary reports, tracking decisions and monitoring PARB funding during the proceedings.

(6) Retaining PARB documentation of all changes to recommendations with justifications. These records will be kept as part of the PARB records for four years after the award date.

i. Senior Rating Official (SRO). In most cases, the SRO will be no lower than the second level supervisor of the employee being rated. Duties include:

(1) Approving employee performance plans.

(2) Concurring/non-concurring with the RO's recommended ratings if the employee is recommended for an award, and submitting all employees who received acceptable ratings to the PARB in a manner determined by the PARB Chair.

(3) Attempting to resolve any disagreements with RO rating and reward recommendations. If agreement cannot be reached, SROs will arbitrate the final rating of record and justify reasons for non-concurrence with RO recommendations.

j. Rating Official (RO). The RO will normally be the employees' first level supervisor. ROs will be accountable for their duties under IPMS as defined by a mandatory supervisory critical element and related performance standards. Duties include:

(1) Developing each employee's performance plan with employee input to the extent possible.

(2) Forwarding employee performance plans to the SRO for approval.

(3) Conducting required progress reviews and assessments.

(4) Provide additional contact information should questions arise during PARB meetings.

(5) Retain signed copies of plans throughout the performance cycle either electronic or paper form.

k. Rating Official Unavailability. When unable to perform the required duties as a RO or SRO, the next level of supervision will perform the rating official duties and responsibilities.

l. Employees. Employees must have been under a performance plan for 90 days at the end of the rating cycle to be eligible for a rating and award under IPMS. Employees are highly encouraged to be active participants throughout the performance cycle. Duties include:

(1) Executing performance plans to meet organizational objectives.

(2) Identifying and recording accomplishments and results.

(3) Participating in required progress reviews and assessments.

3. Performance Cycle: The standard performance cycle will run from 1 October to 30 September annually. In accordance with references (a) and (b), the following specifications will be utilized to assist in administering all phases of IPMS.

a. Creating a Performance Plan. Performance plans must be approved within 30 days after: the beginning of the appraisal period; an employee is permanently assigned to a new position; or, an employee is assigned to a detail or temporary reassignment that is expected to last more than 120 days.

(1) ROs must take care that employee performance plans are established quickly, especially from March through June timeframe to ensure employees have been on a performance plan for 90 days of the performance cycle.

(2) ROs who are unable to comply with the 30 day deadline may request in writing, (E-mail is sufficient) an extension from the SRO fully explaining the reasons for the

extension. The SRO is authorized to approve extension requests in writing (E-mail is sufficient).

b. Conducting the Progress Review. ROs must conduct at least one formal progress review with each employee by midyear of the performance cycle.

(1) Employees will write an overall narrative self-assessment defining their contributions to the organization in a manner that is measurable.

(2) RO assessment will include sufficient justification for concurring or non-concurring with employee assessment. Justification must be based on facts and measurable results and not be a personal attestation to how well the employee performed.

c. Annual Assessment. ROs must conduct a formal annual assessment with each employee at the end of the performance cycle.

(1) Employees and RO are required to write a narrative assessment for each critical element. The narrative will address each component of the critical element and all measurements using the performance standards for the employee's career stage.

(2) ROs will provide an individual rating level for each critical element and recommend an overall rating of record (Acceptable or Unacceptable) to the SRO. RO will also provide award recommendation (score for each critical element and type of award). The written RO assessment should justify the recommended reward score.

(3) SROs will then approve or disapprove the rating of record. A rating of record is final once approved by a SRO and will be communicated to the employee at that time. Employees given an acceptable rating of record will be considered eligible for an award. Eligibility does not guarantee the employee will either be recommended for, or receive an award.

(4) The PARB will then use the appraisal to make further and final determinations on individual employee award amounts as applicable.

(5) After the PARB has made final award decisions, the RO (or SRO if the RO is not available) will communicate the following to each employee: award amount (if any) or if a Quality Step Increase (QSI) was awarded. This information will be recorded and provided to the RO or SRO.

d. Completing a Close-out Assessment. Close-outs must be executed when: an employee completes a detail or temporary promotion of more than 120 days under established critical elements; an employee changes positions, is promoted or moves to a new agency or activity after being under established critical elements for a minimum of 90 days; or RO leaves the position after employee is under established critical elements for a minimum of 90 days.

(1) Employees leaving their position will write a narrative self-assessment for each critical element. RO will write their assessment and provide ratings of record (Acceptable or Unacceptable) to SRO for approval.

(2) ROs leaving or have employees leaving within last 90 days of the performance cycle will provide recommended reward score and award. New ROs in the last 90 days of the performance cycle may conduct annual assessment to concur/non-concur with prior RO assessment and recommendations. If assessment differs from prior RO, SRO will determine final rating and reward recommendation.

e. Mandatory assessment meetings with employees. ROs must meet with employees to discuss employee progress and rating of record during the following phases of the performance cycle:

- (1) Establish the performance plan;
- (2) Progress review (does not require Senior Rating Official review);
- (3) Additional progress reviews that may be required to include any necessary corrective action;
- (4) Close-out;
- (5) Annual appraisal; and

(6) Reward score and award (only after ED confirmation of Compensation Review Board (CRB) approval.

f. Critical Elements. Critical elements are, but not limited to, work assignments, goals, objectives, or responsibilities, sometimes referenced on the position descriptions. Adjusting performance expectation through modification of critical elements is authorized throughout the performance period, except within the last 90 days of the appraisal period.

(1) Changes to critical elements must be achievable within time remaining in the appraisal period.

(2) Ratings of each critical element is required for close-out and annual assessments.

(3) Weighing of critical elements is prohibited.

(4) Only new ROs may change one or more critical elements in the last 90 days of the performance cycle, but the change will initiate a new performance plan for the upcoming performance cycle. The start of the new performance plan will be the date in which the change of critical element(s) occurs.

(5) Supervisors are required to have a supervisory critical element as outlined in Reference (a).

g. Not Rated (NR). NR is used as rating of record when a critical element cannot be achieved due to no fault of the employee. An example of this could be critical elements are set for a specific program and funding for that program is no longer available, thus not allowing the employee to achieve the established critical elements.

h. Unacceptable performance. In addition to the mandatory meetings, the RO should consider corrective action as soon as practicable when an employee's performance is assessed as unacceptable on one or more critical element(s).

(1) Performance Improvement Plans (PIP) are highly recommended, but not required.

(2) Documentation for corrective action is necessary to validate unacceptable performance.

i. Determining award recommendations. Sound business reasons will be used in recommending and making final decisions on awards, such as:

(1) Availability of performance funds/fiscal soundness; and,

(2) Overall contribution to the mission of the organization.

(3) Disclosure of any employee's reward recommendation prior to a PARB decision is prohibited.

j. Employees on Detail and Temporary Assignment. Regardless of the duration of the detail or temporary assignment, the permanent supervisor will be responsible for completing the recommended rating of record, taking into account recommendations made by the temporary supervisor. Award recommendations will be submitted to the PARB based on the employee's official permanent position of record.

4. Training. All employees and ROs will complete the IPMS online training course through the Total Workforce Management System (TWMS) within 90 days of training being made available or employee onboard date, whichever is later.

a. Military and Local National (LN) serving as ROs for employees covered under IPMS are subject to training.

b. PARB members must complete additional training before serving as a PARB member.

c. Additional CNREURAFSWA training may be offered to supplement TWMS training and is optional unless otherwise required by the ED, installation CO and/or PARB Chair.

PERFORMANCE AWARD REVIEW BOARD (PARB) PROCEDURES

1. PARB Guidance

a. PARB deliberations, materials, and discussions shall not be disclosed and are subject to the Privacy Act of 1974, 5 USC 552a, as amended; PARB members and administrators will abide by Navy standards of conduct and ethics.

b. The PARB will begin deliberation meetings no later than forty-five (45) days after the close of the rating cycle. The length of the panel meetings should allow sufficient time for issues to be adequately analyzed and discussed in pursuit of a shared understanding of all employees' appraisals. PARB members will provide a recommendation to the Chair and the Chair will render the final decision for each reward score. Each Chair may establish additional basic working procedures that are consistent within their PARB and do not conflict with the established CNREURAFSWA IPMS Business Rules.

c. The PARB schedule should be provided to the respective PARB Members no later than two months in advance of scheduled deliberations to ensure minimal calendar conflicts. PARB duties should be considered the primary duties of the members once meeting dates are established. Any absences need to be approved in advance by the ED or PARB Chair.

d. Only the ED, designated PARB Members, Administrator(s), and in some instances, personnel advisors may attend meetings.

e. Each PARB Chair is responsible for establishing and implementing the review process, in accordance with Enclosure (1).

f. Recommended reward scores and awards are not final nor approved until the ED certifies the Compensation Review Board (CRB) approval. Reward score and awards will not be discussed with employees prior to final approval.

g. The PARB does not have the authority to change a rating of record (Acceptable or Unacceptable) which has been approved by the SRO.

h. PARBs will have the ability to change award recommendations after consultation with the RO.

i. The PARB approval process on all employees must be completed no later than established deadlines released by CNIC to ensure ROs have sufficient time to hold end of year award conversations.

j. Mock PARB exercise will be conducted approximately mid-year of the performance cycle. The Mock will be used to assess validity of PARB values and enhance understanding of the PARB process by all parties involved.

2. PARB Administrative Process

a. Each reward score will be reviewed by at least two (2) PARB Members who are not also the employee's RO. The review will include the full detail of the performance plan. In addition, the PARB Members may focus their reviews on outlier recommended reward scores and overall distribution. The review process may be constructed in several ways.

b. PARB Member will not review his or her own appraisal, a direct report's appraisal or an appraisal where a perceived conflict of interest could occur.

c. Reward recommendation reviewed by the PARB must contain sufficient information to justify the score.

d. If a reward recommendation lacks the information needed to justify the score, efforts will be made to resolve the discrepancy. If it appears that the RO made an effort to justify a recommendation but did not provide enough information, a PARB Member will contact the RO (and SRO, if necessary) via telephone to obtain clarification. If no additional information is provided, or the information provided still does not justify the reward recommendation, the PARB will recommend appropriate changes to the Chair and document conversation. The PARB will make every effort to include the SRO in this process. However, it is the responsibility of the RO to confirm approval of any changes to the appraisal with the SRO.

e. Because of the limited timeframes for PARB deliberations, all employees and the RO must strictly adhere to deadlines. This pertains to both ROs' appraisals of their employees and SRO functions. Specifically, requests from the PARB to ROs for additional information pertaining to specific employees are of critical time sensitivity. As a general rule, inquiries will be made via phone. Clarifying or supporting information requested

by the PARB should be addressed by the RO or SRO within the same workday; the dates of PARB meeting should be known to the ROs so that they can be prepared to answer questions.

f. No further changes to reward scores or awards will be made once the PARB results have been forwarded to the ED.

g. In special situations, the Command may designate the RO to rate employees who are in matrixed organizations, on extended TDY (Iraq, school etc.), or other qualifying statuses. The RO may also request additional input from other sources when appropriate. In these cases, the source of such additional input will be identified and communicated to the employee.

3. PARB Operations

a. The PARB has the ability to change award recommendations after consultation with ROs. The PARB is responsible for communicating changes to recommended score back to the RO, along with the rationale for the change(s).

b. In assigning, reviewing, or modifying recommended reward scores, PARB Members will consider the following: consistency with the performance standards for each critical element; proper documentation of the recommended reward score; RO score patterns and rationale for such patterns; comparison of reward score consistency among like jobs. PARBs will also examine:

c. The RO recommended reward score patterns, i.e., significantly higher or lower than other raters. If such patterns are detected, determine if there is a legitimate reason for the difference (e.g., very high performing organization).

d. Comparison of recommended reward score distribution among like jobs, e.g., Ops Deputy positions, Division Heads, Branch Heads, Human Resource Specialists, Administrative Staff, and Budget Analysts. Assess whether ratings and performance standards been properly and consistently applied.

e. PARBs will review all IPMS award recommendations and their associated assessments for consistency and sound business decisions. If no reward recommendation and/or award are provided by the ROs, the PARB will attempt to consult with the RO. If no feedback is provided, the PARB will use performance standards to determine recommendation.

f. The PARB will use the performance appraisal as the source document for decisions on rewards.

g. If the RO's input is needed to clarify an employee's appraisal, the RO will be promptly contacted via telephone.

h. Approval of the reward score and award for each employee is determined by consensus of the PARB. If the PARB deliberation process does not result in consensus, the Chair will make the final decision.

i. If the PARB recommends a change in the proposed reward score, the RO must be informed and provided the opportunity to present further justification prior to the change becoming final. PARB members will document any additional information discovered during the deliberations. The RO is prohibited from sharing with employees any changes or deliberations that occurred during the PARB review process.

j. The Chair has approving authority for the final reward score and award.

k. The PARB proceedings will be held in the strictest of confidence. No meeting minutes will be taken. Only pertinent information will be retained for record-keeping purposes.

l. The PARB records should be maintained in a secure location by the PARB Administrator in conjunction with the Chair.

m. PARBs must keep documentation of all changes to recommendations with appropriate justifications for four years.

4. Awards Funding and Amounts. Funding levels guidance for awards will be determined by the Office of Personnel Management and the Office of Management and Budget (OPM/OMB) based on percentage of aggregate basic salaries (base plus locality).

a. Employees that have moved positions within CNREURAFSWA and CNIC are still eligible for performance awards. The RPM, in conjunction with the local servicing HRO will ensure recommended ratings are correctly forwarded to the gaining PARB.

b. Once the PARB has determined the average award recommendation, performance based awards should be granted according to the chart as outlined in reference (a).

c. The award amount and type of each award will be based on available funding and combined overall average reward score (before rounding to a whole number).

d. All performance funds are required to be spent.

e. Amounts for QSIs will not be included in the funding for performance awards. There is no minimum or maximum amount that must be spent on QSIs, but all employees receiving QSIs must have them approved by the PARB and meet all QSI eligibility criteria under OPM/OMB guidance and as outlined in reference (a).

f. PARBs will evaluate all recommended QSIs proposed by the RO. IPMS employees receiving QSIs must have an average reward score recommendation of 2.5 or above. In addition, employees receiving QSIs should meet the qualifications noted in reference (a).

5. Reporting, Approvals, and Employee Notifications

a. The Region PARBs will submit their results to the ED for review and ensure awards are consistent and fair within CNREURAFSWA.

b. The ED will send PARB results to the CRB for review and serve on the CRB to obtain final approval.

c. Under the ED's direction, the RPM will provide statistical results of the annual appraisals, including such metrics as: average reward score and average award.

d. PARB Administrators will notify ROs of their employees' approved scores and award amounts.

e. The RO will conduct the appraisal conversation with each employee. This conversation needs to be completed before the payout date of the performance award and will be documented on the appraisal form.

f. To ensure confidentiality of individual employees, any summary data published within the installation or CNREURAFSWA, will not be displayed in a manner that could reasonably result in identification of a specific employee.

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6. Grievances. Within fifteen calendar days of receipt of the rating of record of (Acceptable or Unacceptable), an employee seeking review of that rating must submit a written administrative grievance to the ED. The ED or Designee(s) will be the deciding official for all grievances filed as a result of the performance management process.