

APPENDIX C

Critical Element Performance Standards

1. The career stages used in this Appendix – Entry, Journeyman and Expert – apply to individual employee competence and performance as they relate to a given type of work or the grade level of the work itself as determined by position descriptions and the normal pattern of advancement for each occupation, as opposed to how the same terms are used in compensation management. Rating officials are expected to use their judgment in determining which term best describes the nature of individual employees. The descriptions that follow are not all inclusive and are meant as a guide for supervisors and management officials to use in determining which of the critical element assessment standards to use for each employee.

Entry – An employee who is new to or needs to learn a particular type of work, even if it is in the same career field (i.e. Human Resources Specialist (Staffing) newly assigned to work in Employee Relations), regardless of grade level or step in a grade. Such an employee may require more guidance and supervision than a more experienced colleague or the need to learn a new skill set. This term can also describe an employee who is in lower graded position of a career ladder or one who needs more supervision and guidance than more seasoned colleagues. Generally speaking, in either case, such an individual is not expected to be able to perform at the same level as colleagues with more skill and experience.

Journey – An employee who has sufficient experience doing a particular type of work or in a particular career field to be able to carry out work assignments with less supervision than a similarly situated employee at the entry level. Generally speaking, journey level work is also the full performance level of any career ladder position.

Expert – An employee who has strong breadth and depth of experience in a particular type of work or career field; a role model to others who are similarly situated; one who is seen by others as one who can carry out or advise on the most difficult work assignments. Such an employee needs far less supervision than employees in the other two categories.

2. The performance standards listed below are the only ones by which critical elements can be assessed; to ensure consistency across the DON, they may not be augmented or altered.

ENTRY

Career Stage: Entry

Element Level: Unacceptable

Reward Recommendation: N/A

Performance Standard:

Though guidance was provided:

- Failed to achieve all or part of the stated critical element by failing to provide products or services that were sound, accurate, thorough, documented and/or failed to meet applicable authorities, standards, policies, procedures or guidelines; or
- Failed to plan, organize, prioritize and schedule own work activities to deliver the critical element in a timely and effective manner; relied on others to redo or complete work assignments; or
- Demonstrated poor cooperation or inability to work with others.

Career Stage: Entry

Element Level: Acceptable

Reward Recommendation: 1

Performance Standard:

With considerable guidance and assistance:

- Accomplished the stated critical element, achieving desired results that were minimally sound, accurate, thorough or documented; met applicable authorities, standards, policies, procedures and guidelines.
- Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner.
- Demonstrated ability to work well with others.

Career Stage: Entry

Element Level: Acceptable

Reward Recommendation: 2

Performance Standard:

With minimal guidance and assistance:

- Effectively achieved the stated critical element.
- Achieved results that were technically sound, accurate, thorough and documented and met applicable authorities, standards, policies, procedures and guidelines.
- Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner, making adjustments to respond to changing situations as necessary.
- Demonstrated high standards of teamwork.

Career Stage: Entry

Element Level: Acceptable

Reward Recommendation: 3

Performance Standard:

Without guidance or assistance:

- (Measured in addition to the above)
- Contributed results beyond what was expected; results were far superior in quality, quantity and/or impact to the stated critical element.
- Represented the organization or work unit effectively through model team cooperation.

JOURNEY

Career Stage: Journey

Element Level: Unacceptable

Reward Recommendation: N/A

Performance Standard:

- Failed to achieve all or part of the stated critical element; or
- Failed to provide products that were sound, accurate, thorough and documented, and regularly failed to meet applicable authorities, standards, policies, procedures and guidelines; or
- Failed to plan, organize, prioritize, and schedule own work activities to deliver the critical element in a timely and effective manner. Relied on others to frequently assist with or redo work assignments; or
- Demonstrated poor cooperation or inability to work with others.

Career Stage: Journey

Element Level: Acceptable

Reward Recommendation: 1

Performance Standard:

- Completed the stated critical element by achieving results that met applicable standards, policies, procedures, and guidelines.
- In achieving job objectives and work assignments, adhered to work/project schedules; organized or prioritized own tasks to complete assignments; adjusted own work priorities to achieve desired results.
- Demonstrated ability to work well with others.

Career Stage: Journey

Element Level: Acceptable

Reward Recommendation: 2

Performance Standard:

- Effectively accomplished the stated critical element by achieving results that were technically sound, accurate, thorough and documented and met applicable authorities, standards, policies, procedures and guidelines.
- Planned, organized, prioritized and scheduled own work activities to deliver the critical element in a timely and effective manner, making adjustments to respond to changing situations as necessary.
- Demonstrated high standards of teamwork and cooperation.

Career Stage: Journey

Element Level: Acceptable

Reward Recommendation: 3

Performance Standard:

- (Measured in addition to the above)
- Achieved outcomes and results that are superior in quality, quantity, timeliness and/or impact to what would ordinarily be expected at this level.
- Contributed to organizational performance well beyond what is expected.
- Persisted in overcoming obstacles and put forth extra effort to accomplish difficult assignments.
- Represented the organization or work unit effectively through model team cooperation.

EXPERT

Career Stage: Expert

Element Level: Unacceptable

Reward Recommendation: N/A

Performance Standard:

- Failed to demonstrate how delivery of each critical element contributed to the mission and goals of the organization as well as applicable authorities, standards, policies, procedures and guidelines; or
- Failed in the accomplishment of priorities and coordination of work across projects, programs or people; consistently failed to balance work demands resulting in an untimely and unproductive product or event; or
- Demonstrated poor cooperation or inability to work with others.

Career Stage: Expert

Element Level: Acceptable

Reward Recommendation: 1

Performance Standard:

- Delivered on each critical element with broad and significant impact that was in alignment with the mission and objectives of the organization as well as applicable authorities, standards, policies, procedures and guidelines anticipating and overcoming significant obstacles.
- Established priorities and coordinated work across projects, programs or people, balancing work demands and anticipating and overcoming obstacles to achieve a timely and positive outcome.
- Demonstrated high standards of professional conduct and represented the organization or work unit effectively.

Career Stage: Expert

Element Level: Acceptable

Reward Recommendation: 2

Performance Standard:

- Effectively demonstrated performance in each critical element that contributed to the mission and goals of the organization as well as applicable authorities, standards, policies, procedures and guidelines. Adapted established methods and procedures when needed.
- Effectively established priorities and coordinated work across projects, programs or people, effectively balancing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome.

- Demonstrated high standards in representing the organization or work unit effectively through teamwork, cooperation and leadership.

Career Stage: Expert

Element Level: Acceptable

Reward Recommendation: 3

Performance Standard:

- (Measured in addition to the above)
- Contributed results far superior in quality, quantity and/or impact to the stated critical element.
- Accomplishments and outcomes were of such magnitude that they contributed to the organization exceeding its mission goals and objectives for the year.
- Created new and innovative methods and processes that contributed significantly to the success of the organization.
- Represented the organization or work unit through model teamwork, cooperation and exemplary leadership.

SUPERVISORY

Career Stage: Supervisory

Element Level: Unacceptable

Reward Recommendation: N/A

Performance Standard:

- Failed in the accomplishment of priorities and coordination across projects, programs, and people. Consistently failed to balance work demands of employees resulting in untimely or unproductive products or events.
- Failed to demonstrate adequate EEO and Affirmative Action awareness in areas of supervision and leadership; or
- Failed to support the use of Alternative Dispute Resolution to resolve conduct and performance concerns to ensure the workplace provides a harmonious climate; or
- Failed to provide timely performance feedback as required during the rating cycle or to take appropriate corrective action to address instances of inappropriate conduct and/or unacceptable performance.

Career Stage: Supervisory

Element Level: Acceptable

Reward Recommendation: 1

Performance Standard:

- Achieved expected results by effectively carrying out established supervisory responsibilities.
- Demonstrated adequate EEO and Affirmative Action awareness in areas of supervision and leadership.
- Supported use of Alternative Dispute Resolution to resolve conduct and performance concerns at the lowest level and early timeframe to ensure the workplace provided a harmonious climate.
- Instituted measures to foster productivity and safety.
- Provided timely performance feedback at a minimum of two times during the performance cycle. Took appropriate corrective action to address instances of inappropriate conduct and/or unacceptable performance.

Career Stage: Supervisory

Element Level: Acceptable

Reward Recommendation: 2

Performance Standard:

- Established priorities and coordinated work across projects, programs or people, effectively balancing work demands and anticipating and overcoming difficult obstacles to achieve a timely and positive outcome.
- Provided clear guidance to others by translating organizational goals into concrete objectives, plans, priorities, and assignments.
- Achieved expected results by effectively carrying out all established supervisory responsibilities.
- Demonstrated EEO and Affirmative Action awareness and use in all areas of supervision and leadership.
- Supported the use of Alternative Dispute Resolution to resolve conduct and performance concerns at either the lowest level or earliest timeframe to ensure the workplace provides a harmonious climate. Proactively instituted measures to foster increased productivity and safety.
- Managed and recognized employee performance in keeping with DON policy; provided timely feedback, and held a minimum of two formal performance meetings during the rating cycle; developed employee or team performance and/or potential through mentoring and coaching.

Career Stage: Supervisory

Element Level: Acceptable

Reward Recommendation: 3

Performance Standard:

- (Measured in addition to the above)
- Contributed business results beyond what was expected; results were far superior in quality, quantity, and/or impact to the stated objective.
- Supervisory contributions were exemplary and the results achieved went well beyond what was expected in terms of quality, quantity, timeliness and/or impact.
- Identified and utilized innovative and/or creative methods that accomplished work and provided long-range support for Human Capital Strategic Goals. Actively sought out information for and engaged in Strategic Workforce Planning for the work unit.
- Maintained positive working relationships with employees and labor organizations. Encouraged and fostered organizational use of problem solving and Alternative Dispute Resolution techniques and programs to maintain or improve production and harmony in the workplace. Instituted proactive and innovative measures to foster increased productivity and safety.
- Managed and recognized employee performance in keeping with DON policy; provided timely feedback, and held a minimum of two formal performance meetings during the rating cycle; developed employee or team performance and/or potential through mentoring and coaching. Took timely and appropriate corrective action.