

**DEPARTMENT OF HEALTH AND HUMAN SERVICES
PROGRAM SUPPORT CENTER
EMPLOYEE APPRAISAL SYSTEM (EAS)
GENERIC PERFORMANCE STANDARDS**

The Generic Performance Standards (GPS) constitute the primary basis for assigning ratings. The GPS are to be applied to each critical and non-critical element in the performance plan.

When evaluating an element the rater must: 1) read carefully each generic performance standard level beginning with Fully Successful and, 2) determine which level best describes the employee's performance on the element. Each and every criterion in the standard does not have to be met in absolute terms for the rater to assign a particular rating level. The sum of employee's performance on the element must, in the rater's judgement, meet the assigned level criteria.

Occasionally, a rating official may determine that an employee's performance on an element was not consistent. For example, the employee may have performed at the Excellent level on several major activities within a critical element and at the Marginally Successful level on several others. In such cases the rating official must consider the overall effect of the employee's work on the element and make a judgement as to the appropriate rating level he/she will assign.

Job-Specific Performance Standards (JSPS) may be used at the Fully Successful level. If used, JSPS supplement the GPS. (Rating officials must consider this standard within the context of all five GPS and rate elements accordingly.)

Supervisory standards must be applied to supervisors.

The attached GPS are to be applied to all General Schedule employees including GM employees covered by Public Law 103-89 (The Performance Management and Recognition System Termination Act of 1993) and all GW and prevailing rate employees in the competitive and excepted services in the PSC.

Generic Performance Standards

STANDARD LEVELS	NON-SUPERVISORY	SUPERVISORY
<p>OUTSTANDING (LEVEL 5)</p>	<p>This is a level of superior performance. The work products of the employee are always acceptable in terms of quantity and quality. The employee's technical skills are superior and recognized by others evident by being sought out by others for guidance and advice on a regular basis.</p> <p>The employee sets an example for others in creating an environment that produces high quality work products and customer satisfaction.</p> <p>The employee's planning and organization skills result in efficient and improved service to customers and serve as a model for others to follow.</p> <p>Sets the example for coworkers by meeting deadlines by utilizing self motivating work simplification methods and time management techniques.</p> <p>The oral and written expression applied at this level are reviewed for clarity and effectiveness, leading to effective cooperation and understanding of the work by other employees and clients of the organization served.</p>	<p>The employee is a superior leader. Actively seeks input and consensus from employees as appropriate in planning and implementing programs and new initiatives. Develops program and work plans that are always realistic and responsive to organizational and customer goals. Most of the following are characteristic of this level.</p> <ul style="list-style-type: none"> • Demonstrates superior skills in motivating subordinates and promoting team spirit and cooperation; • Clearly communicates work assignments and performance requirements to subordinates; • Is viewed as an advocate and leader for the creation of new and innovative methods and techniques to accomplish the work more efficiently; • Fosters needed morale and improved performance; rewards deserving employees; and deals quickly and effectively with poor performers. • Anticipates customer service needs and builds cooperative work relationships.

STANDARD LEVELS	NON-SUPERVISORY	SUPERVISORY
<p>EXCELLENT (LEVEL 4)</p>	<p>This is a level of unusually good performance. The quantity and quality of work under this level are consistently above average. Work products rarely require even minor revision.</p> <p>Thoroughness and accuracy of work are reliable. The knowledge and skill the employee applies at this level is clearly above average, demonstrating problem solving skill and insight into work methods and techniques. The employee follows required procedures and supervisory guidance so as to take full advantage of (existing systems for accomplishing the organization's objectives.)</p> <p>The employee works effectively, individually or as a team member, with co-workers, clients as appropriate, and his or her supervisor, creating a highly successful and cooperative effort.</p> <p>The employee is adept at determining and fulfilling customer requirements. Explores with customer how to improve the service or product and works effectively in meeting customer objectives. Maintains a successful and cooperative relationship with customers and the organization served.</p> <p>He/She seeks out additional work or special assignments that enhance accomplishments and pursues them to successful conclusion without disrupting regular work. Problems which surface are dealt with. Supervisory intervention to correct problems is rare.</p> <p>The oral and written expression applied at this level are noteworthy for their clarity and effectiveness, leading to improved understanding of the work by other employees and clients of the organization. Work products are most often acceptable and well-presented.</p>	<p>The employee is an unusually good leader, fosters effective working relationships and uses sound judgement in dealings with subordinates and clients in meeting program objectives.</p> <p>Provides meaningful opportunities for staff to excel in accomplishing organization objectives and makes special efforts to improve subordinates' performance.</p> <p>This level is one level above the GPS for Fully Successful. This level is distinctive, although it does not stand out like performance typical of the Outstanding GPS level.</p>

STANDARD LEVELS	NON-SUPERVISORY	SUPERVISORY
<p>FULLY SUCCESSFUL (LEVEL 3)</p>	<p>This is the level of good, sound performance. The quality and quantity of the employee's work under this level are those of a competent employee. The performance represents a level of accomplishment expected of the great majority of employees. Major revisions are rarely necessary, most work requires only minor revision. Tasks are completed in an accurate, thorough, and timely manner. The employee's technical skills and knowledge are applied effectively to specific job tasks. In completing work assignments, he or she adheres to procedures and format requirements and follows necessary instructions from supervisors.</p> <p>The employee's work planning is realistic and results in completion of work by established deadlines. Priorities are duly considered in planning and performing assigned responsibilities.</p> <p>The employee's interpersonal behavior toward supervisors, co-workers and clients promotes attainment of work objectives.</p> <p>The employee's work products meet the customer expectations. Employee provides the customer with professional and responsive service within mutually agreed upon time frames.</p> <p>The employee completes special, one time assignments when required, without regular duties being disrupted. Problems associated with completing assignments are resolved with a minimum of supervision.</p> <p>The employee speaks and writes clearly and effectively.</p>	<p>The employee is a good leader. Establishes sound working relationships and shows good judgement in dealing with subordinate employees' views. He/She provides opportunities for staff to have a meaningful role in accomplishing organization objectives and makes special efforts to assist subordinates' in improving their performance.</p> <p>The employee conveys customer service objectives to subordinates, which are often met.</p> <p>The employee rewards good performance and corrects poor performance through sound use of the performance appraisal system, performance-based incentives and when appropriate, adverse actions, and selects and assigns employees in ways that use their skills effectively.</p> <p>The employee effectively anticipates customer needs and fosters cooperative working relationships with customers</p>

STANDARD LEVELS	NON-SUPERVISORY	SUPERVISORY
<p>MARGINALLY SUCCESSFUL (LEVEL 2)</p>	<p>The quantity and quality of the employee's work are at the minimum level for retention on the job but below the level expected of most employees. The quantity and quality of the employee's work products under this level do not consistently follow the norm of the employee's work group, and assignments are frequently not completed within prescribed time frames.</p> <p>Tasks are not completed in an accurate and thorough manner. The substandard quality of work necessitates major revisions. This impacts upon employees' ability to meet deadlines. Close supervision is necessary to ensure that organizational standards are met. The employee's use of technical knowledge and skill is consistently unreliable. Variations from policies, procedures, and instructions by the employee causes delay in the completion of his/her work or the work of others.</p> <p>Errors in work planning lead to missed deadlines. Difficulty in adapting to changes in priorities or procedures, or to new approaches to programs, causes delays and diminished quality of work, requiring supervisory intervention.</p> <p>The employee's work products do not consistently meet customer expectations and are not consistently completed within prescribed time frames. Customers are not kept informed of the status of projects.</p> <p>The employee's behavior toward supervisor, co-workers, and/or clients occasionally poses problems and interferes with the cooperation needed to complete the work.</p> <p>The employee's spoken and written expression sometimes fails to convey information.</p>	<p>Several but not all of the following deficiencies are typical characteristics of the employee's work:</p> <ul style="list-style-type: none"> • Frequently fails to motivate subordinates and promote team spirit. • Provides unclear assignments and performance requirements to subordinates. • Provides insufficient instructions to subordinate on how to carry out programs. • Frequently fails to provide sufficient explanation of organizational goals to subordinates in meeting goals and objectives. • Often fails to satisfy and meet customer service objectives. • Frequently fails to meet production or mission goals in a timely and quality manner.

STANDARD LEVELS	NON-SUPERVISORY	SUPERVISORY
<p>UNACCEPTABLE (LEVEL 1)</p>	<p>The quantity and quality of the employee's work under this level are unacceptable. The employee's work products are normally accomplished late and routinely require revision.</p> <p>The employee is unable to carry out even the simplest work assignments in accordance with the supervisor's instructions. Difficulty in adopting to changes in priorities or procedures normally cause delays in completing work assignments.</p> <p>The employee's behavior toward supervisor, co-workers, and/or clients frequently pose problems and interfere with accomplishing the work.</p> <p>Frequent supervisory intervention is required to explain instructions, procedures, and customer expectations to employee.</p> <p>The employee's communication skills are deficient to such an extent that successful completion of work is adversely impacted.</p>	<p>Most of the following deficiencies are typical of the employee's work:</p> <ul style="list-style-type: none"> • Consistently unclear when making work assignments and communicating performance expectations to subordinates; • Consistently fails to meet deadlines and customer service requirements. • Fails repeatedly to meet organizational objectives on time. • Consistently fails to foster cooperative working relationships among subordinates and/or customers. • Demonstrates lack of commitment to program and staff; fails at counseling, developing, and utilizing subordinates effectively.

MANDATORY ELEMENT FOR SUPERVISORS AND MANAGERS

This element reflects the importance of obtaining a commitment from supervisors and managers to the changing organization culture. Following is the mandatory critical element for supervisors and managers.

ELEMENT:

Supports the Agency mission by demonstrating leadership, management, teamwork, and communication:

- Establishes realistic work objectives and priorities linked to HHS and PSC strategies.
- Demonstrates solid leadership of subordinates and contemporaries, creating and fostering an environment of mutual cooperation and respect.
- Uses management practices that support EEO, labor-management relations and merit system principles.
- Complies with the performance management system which includes effective evaluation and constructive feedback to employees.
- Establishes and maintains working partnerships with customers and supports the PSC mission, providing quality customer service.
- Creates a work environment that encourages optimum performance through recognition and implementation of the PSC performance awards program.

MANDATORY ELEMENTS FOR TIMEKEEPERS

This element reflects the important role timekeepers play to ensure accurate and timely payment of employee wages. A mandatory element (either critical or non-critical) should be part of the timekeeper's performance plan.

ELEMENT:

Maintains time and leave records and supporting data. Follows established timekeeping practices and provides adequate audit trails. Promptly notifies supervisor of any delays and/or problems in completing the time and attendance record. Maintains and/or posts time and attendance records in an accurate and timely manner.