

Pay-for-Performance Program Evaluation Rules for Field EAS Employees

Purpose of Pay for Performance

What is Pay for Performance (PFP)?

PFP places emphasis on the organization's success through objective, measurable performance indicators. These performance indicators are measurable at the corporate and functional unit levels.

Key elements of the program include:

- Ensuring expectations are clearly stated
- Providing periodic feedback on actual performance compared to established targets
- Aligning expectations at the unit level to organizational structures
- Supporting successes that drive unit and organizational performance in a positive direction

PFP introduces a heightened awareness of performance distinctions at the unit and corporate levels, and recognition of such contributions toward continuing performance improvement.

PFP encourages cooperation and team effort toward organizational success and focuses on the mutual interest shared by all – maximization of the effectiveness and efficiency needed to strengthen the organization in support of achieving set targets. In this way, the focus of employees is on achievements within the control of the unit and the expectations at the organizational level. Employees learn where priorities lie, what is expected of them, and how results impact the organization.

The PFP Program is designed to:

- Provide clear performance expectations
- Provide regular feedback on unit and organizational performance
- Link contributions at unit and functional levels to organizational success
- Support successful unit-performance
- Ensure accountability at all levels of the organization

What is the PFP process?

Employees are evaluated on unit and corporate performance indicators. The unit and corporate performance indicators are established and measured in the National Performance Assessment (NPA) system. Unit and corporate performance indicators are aligned to improve customer service, generate revenue, manage costs and enhance a performance-based culture.

Mid-year performance reviews offer an on-going opportunity for feedback and recommendations for continuous improvement and are required elements of the program. An end-of-year performance evaluation review pulls together contributions to unit and corporate performance indicators.

Who is eligible for PFP?

Career non-bargaining unit employees are included in PFP.

Employees who occupy the positions and employee categories identified in Attachment A are not included in PFP. Ineligible non-bargaining unit employees who are detailed to an eligible position are excluded from PFP. Bargaining-unit employees detailed to eligible positions are also excluded from PFP.

Who is considered an evaluator?

An evaluator manages or has leadership responsibility over the performance of an eligible employee. This person is responsible for the direct day-to-day performance management of employees. An evaluator monitors each employee's performance, provides appropriate resources, and is responsible for coaching and feedback.

An evaluator is accountable for the performance or nonperformance of the work unit. In headquarters and related units, a PCES unit manager may delegate the authority to a subordinate evaluator to oversee the work performance of employees provided there is a direct reporting relationship to the employee being evaluated. In these cases, the PCES unit manager retains the responsibility for proper implementation of PFP.

Evaluation Process

Are unit performance expectation discussions required?

Evaluators are required to have an interactive discussion with employees to address expectations at the beginning of the evaluation period.

What occurs during the mid-year discussion?

Employees record their understanding of unit goals to be achieved and their efforts toward achieving those goals. The evaluator and the employee should obtain the NPA Report Card for the unit as well as reports that reference actual performance to prepare for this review. Evaluators review employees' narrative of the employees' efforts toward team success and conduct mid-year performance review discussions during which employees receive feedback concerning their performance. Evaluators should help employees focus on efforts and strategies to achieve desired outcomes.

Are mid-year performance discussions required?

Evaluators are required to perform and record the dates that mid-year discussions were conducted for all eligible employees.

When are end of position accomplishment discussions required?

On assignment for 90 to 275 days:

Employees detailed, reassigned, promoted or newly hired to eligible positions for more than 90 consecutive calendar days but less than 275 consecutive calendar days during the evaluation period must receive an end-of-position (EOP) discussion regarding their performance from the evaluator of that position. The EOP discussion must be based on the employee's overall contributions toward targets.

All EOP reviews must be completed by the evaluator within 15 days following the end of the employee's assignment to the eligible position.

The employee is responsible for ensuring that his/her work assignment profile is kept up to date for the entire evaluation year, including the dates of assignments held for 90 days or more.

Who performs the overall rating at the end of the year evaluation period?

- The evaluator of an employee who occupied an eligible position, including detail assignments, for more than 275 consecutive calendar days during the evaluation period discusses the overall rating.

The evaluator of the employee's position (detailed or permanent) at the end of the fiscal year discusses the overall rating with an employee detailed, reassigned, or promoted to an eligible position for less than 276 consecutive calendar days during the evaluation period.

- Interim ratings are taken into account on a pro-rated basis in the calculation of overall ratings in cases where an employee spent 180 days or more in an eligible position.

What is included in the overall performance rating?

The overall performance rating is based on the NPA Composite Score (Corporate and Unit) for an employee's unit rounded to the nearest whole number. For example, if the NPA Composite Summary is 5.1, the overall numeric rating is 5.1, and thus the overall performance rating is rounded to 5. If the NPA Composite Summary is 3.57, the overall numeric rating is 3.57, and the overall performance rating is rounded to 4.

Are end-of-year performance discussions required?

Evaluators are required to perform and document the dates that end-of-year discussions were conducted for all eligible employees.

When is a performance rating not performed?

Under certain conditions, it may not be possible to derive a performance rating for an employee. If an evaluator determines that such conditions apply to an employee,

concurrence from the next higher level PCES executive and the Area Human Resources Manager must be obtained.

Conditions when a performance rating may not be possible include:

- Employees occupying eligible positions for less than 90 consecutive calendar days during the evaluation period, or
- Employees who are in a paid leave and/or leave without pay (LWOP) status for the entire evaluation period, **except for active Military LWOP, OWCP LWOP and FMLA LWOP.**

NOTE: Employees in Career Ladder and the Management Progression Program for MDOs assigned to these positions after October 1, 2007 are not eligible for PFP. Employees who are on active Military LWOP, OWCP LWOP and FMLA LWOP are rated as indicated in the Qs and As below.

When can employees be excluded from PFP?

The evaluator may exclude an employee from PFP when documented action is pending or has been taken for conduct clearly unacceptable to the organization. Such determinations by the evaluator must be supported by appropriate documentation and have concurrence by the next higher level PCES executive and the Area Human Resources Manager

When can evaluators discuss end-of-position results?

Evaluators can discuss EOP performance after it has been entered into the Performance Evaluations System (PES).

When can evaluators discuss overall performance ratings?

Evaluators must discuss overall performance ratings after they have been notified through the Performance Evaluations System (PES) that all overall performance ratings are finalized. Following this notification, evaluators may begin discussions with employees on their overall performance ratings.

What happens if an employee is on OWCP LWOP or FMLA LWOP?

Employees who are on OWCP LWOP or FMLA LWOP for the entire fiscal year (i.e., did not work at all) or for any part of the fiscal year, must receive a rating that is equal to the overall rating of the employees in their unit. The rating must not be reduced because of the time spent on LWOP.

What happens during active Military LWOP?

Employees who are on LWOP because of active military service must be treated like they are in their current position (i.e., as if they never left for military duty). An evaluator must rate an employee for all periods of active military LWOP, regardless of any work performed during the evaluation period.

Employees who are on active military LWOP during the entire evaluation period or in a duty status for less than 90 consecutive calendar days during the evaluation period will receive an overall performance rating equal to the overall rating of the employees in their unit.

Under no circumstance, should an employee's overall performance rating be adjusted based on periods of active military LWOP.

What happens if an employee separates after the evaluation period?

Employees who separate for reasons other than cause or misconduct after the evaluation period and before the effective date of the pay action must be evaluated. Nature of Action (NOA) Codes that would not require evaluations include, but are not limited to, the following: 310: Resignation-Charges Pending; 328: Termination During Probation (Pre-appointment Condition); 329: Termination During Probation; or 346: Removal.

Is higher level concurrence required for overall performance ratings?

In some instances, an employee in a given unit may have a different overall rating than the other employees in the same unit. This is because interim ratings are taken into account on a pro-rated basis in the calculation of overall ratings in cases where an employee spent 180 days or more in an eligible position. These ratings must be reviewed and approved by the functional unit PCES executive.

What are the penalties for failure to conduct evaluations?

Once indicators are established, an evaluator who fails to perform all discussions, mid-year performance reviews, end-of-year performance evaluations, and ratings for all eligible employees will be subject to a reduction of 1 point within the 15-point matrix to his/her overall performance rating at the end of the evaluation period. Such reductions must be reviewed and approved by the Area Vice President (or the functional Vice President for Headquarters and Headquarters-Related Unit employees).

Attachment A
Position/Employee Categories Excluded From
FY 2017 Pay-For-Performance (PFP)

Certain postal employees are not eligible for participation in the Pay-For-Performance (PFP) program and will be bypassed by PFP processing programs:

- Bargaining-Unit Employees
- Casual and Non-Career Employees
- Office of Inspector General.
- Postal Regulatory Commission.
- Judicial Office employees. However, Judicial Office employees not covered by specific federal salary statutes will be eligible for PFP.
- Postal inspectors.
- Contract employees (e.g., contract doctors)
- Employees of certain structured development programs (like trainees and career ladder positions) will be ineligible for the Pay-For-Performance program. A complete list of these positions is also shown below.

FY 17 Excluded PFP Occ-Codes	
Positions Ineligible for PFP	Occ Code
ACCOUNTANT TRAINEE	0525-0010
ACCOUNTANT TRAINEE	0525-0011
ADMINISTRATIVE JUDGE	0935-4003
APPLICATIONS ANALYST TRAINEE	2210-0203
APPLICATIONS ANALYST TRAINEE	2210-4138
ARCHITECT/ENGINEER TRAINEE	0801-0030
ARCHITECT/ENGINEER TRAINEE	0801-0031
ASSOC JUDICIAL OFFICER	0905-5030
ATTORNEY (HONOR PROGRAM)	0905-0038
BUS SYS ANLST (ENT ANLYTCS) TRAINEE	2210-0204
BUS SYS ANLST (ENT ANLYTCS) TRAINEE	2210-0205
BUSINESS ALLIANCES SPEC TRAINEE	2370-0585
BUSINESS ALLIANCES SPEC TRAINEE	2370-0586
BUSINESS ANALYST (MEPT) TRAINEE	2210-0149
BUSINESS ANALYST (MEPT) TRAINEE	2210-0150
BUSINESS INTELLIGENCE SPEC TRAINEE	2210-0334
BUSINESS INTELLIGENCE SPEC TRAINEE	2210-0335
CASH FORECASTING ANALYST TRAINEE	0505-0156
CASH FORECASTING ANALYST TRAINEE	0505-0157
CHANGE MGMT COORDINATOR TRAINEE	0201-0324
CHANGE MGMT COORDINATOR TRAINEE	0201-0325
CHIEF ADMINISTRATIVE LAW JUDGE	0935-4004
CLASSIFICATION & COMPENSATION TRAINEE	0201-0257
COMMUNICATIONS SPECIALIST TRAINEE	1082-0024
COMMUNICATIONS SPECIALIST TRAINEE	1082-0025
COMPENSATION SPECIALIST	0201-0269
CONSUMER RELATIONS SPEC TRAINEE	2345-0113
CONSUMER RELATIONS SPEC TRAINEE	2345-0114
CUSTOMER INSIGHTS SPECIALIST TRAINEE	2370-0536
CUSTOMER INSIGHTS SPECIALIST TRAINEE	2370-0537
DATA ANALYST TRAINEE	1530-0034
DATA ANALYST TRAINEE	1530-0035
DIVERSITY SPECIALIST TRAINEE	0201-0303

Positions Ineligible for PFP cont.	Occ Code
DIVERSITY SPECIALIST TRAINEE	0201-0304
ECONOMIST TRAINEE	0110-0037
ECONOMIST TRAINEE	0110-0038
ENERGY ENGINEER TRAINEE	0801-0032
ENERGY ENGINEER TRAINEE	0801-0033
ENGINEERING ANALYST TRAINEE	1640-0009
ENGINEERING ANALYST TRAINEE	1640-0010
ENVIRONMENTAL SPECIALIST TRAINEE	0028-0024
ENVIRONMENTAL SPECIALIST TRAINEE	0028-0025
FACILITIES FINANCE ANALYST TRAINEE	0505-0160
FACILITIES FINANCE ANALYST TRAINEE	0505-0161
FACILITIES INFO SYS ANLY TRAINEE	2210-0147
FACILITIES INFO SYS ANLY TRAINEE	2210-0148
FACILITIES PROGRAM ANL TRAINEE	0343-0272
FACILITIES PROGRAMS ANALY (TRAINEE)	0343-0271
FINANCIAL ANALYST TRAINEE	0505-0158
FINANCIAL ANALYST TRAINEE	0505-0159
GENERAL ANALYST	2335-0039
GENERAL ANALYST	2335-0040
GLOBAL BUSINESS SPECIALIST TRAINEE	2370-0540
GLOBAL BUSINESS SPECIALIST TRAINEE	2370-0564
HR ANALYTICS SPECIALIST TRAINEE	0201-0264
HR ANALYTICS SPECIALIST TRAINEE	0201-0265
HR GENERALIST HQ TRAINEE	0201-0260
HR GENERALIST HQ TRAINEE	0201-0261
HR PROGRAM ANALYST TRAINEE	0201-0255
HR PROGRAM ANALYST TRAINEE	0201-0256
INDUSTRY ENGAG OUTRCH SPEC TRAINEE	2345-0121
INDUSTRY ENGAG OUTRCH SPEC TRAINEE	2345-0122
INFO TECHNOLOGY SPECIALIST TRAINEE	2210-0161
INFO TECHNOLOGY SPECIALIST TRAINEE	2210-0162
INFORMATION SECURITY SPEC TRAINEE	2210-0322
INFORMATION SECURITY SPEC TRAINEE	2210-0323
INNOVATION DEV SPECIALIST TRAINEE	2370-0559
INNOVATION DEV SPECIALIST TRAINEE	2370-0560
INTL POSTAL AFFAIRS SPEC TRAINEE	0343-0275
INTL POSTAL AFFAIRS SPEC TRAINEE	0343-0276
JOB CLASSIFICATION TRAINEE	0201-0258
JUDICIAL OFFICER	0905-7008
LABOR RELATIONS SPEC TRAINEE	0201-0262
LABOR RELATIONS SPEC TRAINEE	0201-0263
LEARNING EVALUATION ANALYST TRAINEE	0201-0301
LEARNING EVALUATION ANALYST TRAINEE	0201-0302
LEGIS RESEARCH ANALYST TRAINEE	1035-0091
LEGIS RESEARCH ANALYST TRAINEE	1035-0092
MAIL & PKG INFO SYS ANALYST TRAINEE	2210-0333
MAINT ENGINEERING ANALYST TRAINEE	1670-0001
MAINT ENGINEERING ANALYST TRAINEE	1670-0002
MARKETING SPECIALIST TRAINEE	2370-0538
MARKETING SPECIALIST TRAINEE	2370-0539
MASTER BLACK BELT IN TRAINING (NTE)	0343-0279
MATHEMATICAL STATISTICIAN TRAINEE	1529-0003
MATHEMATICAL STATISTICIAN TRAINEE	1529-0005
MEDICAL DIRECTOR INSPECTION SERVICE	0602-0004
MGMT ANALYST TRAINEE (GLOBAL BUS)	0343-0277

Positions Ineligible for PFP cont.	Occ Code
MGMT ANALYST TRAINEE (GLOBAL BUS)	0343-0278
NETWORK MONITORING ANALYST TRAINEE	0343-0273
NETWORK MONITORING ANALYST TRAINEE	0343-0274
OPERATIONS INDUSTRIAL ENGINEER TRAINEE	0896-0014
OPERATIONS INDUSTRIAL ENGINEER TRAINEE	0896-0015
OPERATIONS RESEARCH TRAINEE	1515-0017
OPS INDUSTRIAL ENGN TRAINEE (FLD)	0896-0018
OPS INDUSTRIAL ENGN TRAINEE (FLD)	0896-0019
ORGANIZATION DESIGN TRAINEE	0201-0321
ORGANIZATION DESIGN TRAINEE	0201-0344
POSTAL INSPECTOR (A1)	2335-2002
PRICING SPECIALIST TRAINEE	2345-0119
PRICING SPECIALIST TRAINEE	2345-0120
PRODUCT INFO ANALYST TRAINEE	0343-0235
PRODUCT INFO ANALYST TRAINEE	0343-0236
PURCHASING & SM SPECIALIST TRAINEE	1102-0075
PURCHASING & SM SPECIALIST TRAINEE	1102-0076
REAL ESTATE SPECIALIST (TRAINEE)	1170-0032
REAL ESTATE SPECIALIST (TRAINEE)	1170-0033
RETAIL MANAGEMENT ANALYST TRAINEE	2305-0156
RETAIL MANAGEMENT ANALYST TRAINEE	2305-0157
SAFETY & INJ COMP ANALYST TRAINEE	0018-0040
SAFETY & INJ COMP ANALYST TRAINEE	0018-0041
SALES STRGY & PLANNING SPEC TRAINEE	2370-0580
SALES STRGY & PLANNING SPEC TRAINEE	2370-0583
SALES SUPPORT SPECIALIST TRAINEE	2370-0534
SALES SUPPORT SPECIALIST TRAINEE	2370-0535
SECY USPS BD OF GOV	0301-5258
STAFF COUNSEL/HEARING OFFICER	0905-4038
STAMP DEVELOPMENT SPECIALIST TRAINEE	2375-0026
STAMP DEVELOPMENT SPECIALIST TRAINEE	2375-0033
SUPV DISTRIBUTION OPERATIONS TEMP	2315-0088
TECHNOLOGY COMPLIANCE SPECIALIST TRAINEE	0334-0229
TECHNOLOGY COMPLIANCE SPECIALIST TRAINEE	0334-0230
TRANSPORTATION SPECIALIST TRAINEE	2330-0091
TRANSPORTATION SPECIALIST TRAINEE	2330-0092
USER EXPERIENCE COORDINATOR TRAINEE	1035-0097
USER EXPERIENCE COORDINATOR TRAINEE	1035-0098