CIVILIAN RATING OF RECORD

(Please read Privacy Act Statement on reverse before completing this form.)

EMPLOYEE *(Last Name, First, Middle Initial)*	SSN	ORGANIZATION	PAY PLAN	SERIES	GRADE/STEP	TOTAL BASE, LOCALITY AND OTHER SUPPLEMENTAL PAY

APPRAISAL PERIOD	FROM	TO:	EFFECTIVE DATE:

- Part A normally contains one to seven critical elements.
- Rate the critical element*(s)* in Part A by placing an "X" in the appropriate block *(s)*. The overall performance rating is derived from the ratings of the critical elements. A rating of "Does not meet" on any critical element results in a determination that overall performance is unacceptable. An Unacceptable rating is the basis for initiating a performance improvement plan and requires proper documentation. Contact the Civilian Personnel Flight for assistance.
- Complete Part B, "Impact on Mission Accomplishment" for GS-14s and GS-15s *(bullet format, limited to 9 lines)*. Optional to complete for others.
- Complete Part C, "Award Justification" for those being recommended for an award *(bullet format, limited to 9 lines)*.

PART A. Position Requirements. *(Was the employee's performance Unacceptable or Acceptable on the Performance Plan's critical elements?)*

	DOES NOT MEET			MEETS			DOES NOT MEET			MEETS	
ELEMENT 1						ELEMENT 8					
ELEMENT 2						ELEMENT 9					
ELEMENT 3						ELEMENT 10					
ELEMENT 4						ELEMENT 11					
ELEMENT 5						ELEMENT 12					
ELEMENT 6						ELEMENT 13					
ELEMENT 7						ELEMENT 14					

OVERALL PERFORMANCE RATING	***R*** *- ACCEPTABLE: Rated "Meets Standards" on all critical elements.* ***N*** *- UNACCEPTABLE: Rated "Does Not Meet Standards" on one or more critical elements*

PART B. Impact on Mission Accomplishment. *(Mandatory completion required for GS-14s/15s.)*

PART C. Award Justification. *(Part B may serve as Part C award justification.)*

PART D. Performance Award.

AWARD *(Enter "P" - Performance or "Q" - QSI)*	AWARD PERCENTAGE OR AMOUNT *(If P (cash), enter as a percentage, e.g., 1.5, or as a whole dollar amount)*	OTHER AWARD *(For Time-Off Awards, state number of hours) (Example: TOA (40 Hrs)*

Certification for Time-Off Award *(as applicable)*: I have considered fully the wage costs and productivity loss in granting this time-off award. The amount of time-off granted is commensurate with the individual's contribution or accomplishment. I also considered the unit's workload and unit employees' leave projections and certify that the employee can schedule the time-off award in addition to other scheduled leave. I also considered other available forms of recognition in determining the amount of this time-off award. Note: Ensure the number of time-off award hours previously awarded to this employee this leave year plus this award does not exceed 80 hours.

PART E. Certification. *(Certify by having rater, reviewer, award approving official (if required), and employee sign and date this form.)*

RATER	DUTY PHONE	DATE *(YYYYMMDD)*
REVIEWER	DUTY PHONE	DATE *(YYYYMMDD)*
AWARD APPROVING OFFICIAL	DUTY PHONE	DATE *(YYYYMMDD)*
EMPLOYEE *(Receipt acknowledged. Signature does not indicate agreement or disagreement.)*		DATE *(YYYYMMDD)*

PART F. Civilian Promotion Appraisal.

This appraisal is used for competitive in service placement actions, including promotions, reassignments or demotions to positions with known growth potential, and other such instances. The ratings on this form are used as a sort factor in determining final rank order of employees having substantially equal knowledge, skills and abilities, when the number of candidates exceeds the number of employees who can be referred to the selecting official for consideration.

APPRAISAL FACTORS - MANNER OF PERFORMANCE *(Do not complete if employee is a GS-15)*

Appraisal factors listed below represent work behaviors that can be observed in the context of the employee's current position and are considered predictive of performance at the next higher level. Based on your observations of the employee's performance, rate EVERY appraisal factor. Use the following scale making the ratings. Place the number *(1-9)* in the block preceding the factor.

LOW RANGE	CENTRAL RANGE	HIGH RANGE
1. Very Poor	4. Slightly Below Fully Successful	7. Above Fully Successful
2. Far Below Fully Successful	5. Fully Successful	8. Far Above Fully Successful
3. Below Fully Successful	6. Slightly Above Fully Successful	9. Outstanding

	1. WORK EFFORT:	*Exerts effort and shows initiative in starting, carrying out and completing tasks; spends time effectively*
	2. ADAPTABILITY TO WORK:	*Picks up new ideas and procedures quickly; is easy to instruct; can adapt to the demands of new situations; understands and carries out oral or written instructions.*
	3. PROBLEM SOLVING:	*Devises effective solutions to problems or identifies effective methods and procedures for accomplishing objectives.*
	4. WORKING RELATIONSHIPS:	*Sensitive to the behavior of fellow workers, supervisors and subordinates; maintains effective working relationships with others.*
	5. COMMUNICATION:	*Communicates clearly and effectively, whether orally or in writing.*
	6. WORK PRODUCTIVITY:	*Productive during work time; completes his/her work projects, duties and tasks in a timely manner.*
	7. SELF-SUFFICIENCY:	*Works independently with little need for additional supervision or help; follows through well; accomplishes all tasks required to complete a job on his/her own.*
	8. SKILL IN WORK:	*Performs job-associated tasks well, whether they require physical, technical, professional, supervisory or managerial skills, is considered very skillful on the job.*
	9. WORK MANAGEMENT:	*Effectively plans and organizes work; properly follows or implements management procedures, directives, regulations, or technical orders; ability to direct or evaluate or substitute for absent supervisor.*

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.
Purpose: The social security number is needed to correctly identify the employee.
Routine Use: This information may be disclosed to another agency if the employee transfers to another agency.
Disclosure is Voluntary: However, without it, it may affect the ability to accurately identify the employee and the records.

CIVILIAN PERFORMANCE PLAN

PRIVACY ACT STATEMENT

Authority: 10 U.S.C. 8013 and Executive Order 9397.
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EMPLOYEE'S NAME *(Last, First, Middle Initial)*	SSN	PAY PLAN	SERIES	GRADE

POSITION TITLE	ORGANIZATION

Performance plans define expectations for employees based on position requirements. They may be written as part of a core personnel document *(CPD)* or standard core personnel document *(SCPD)* and may be tailored at local discretion to meet mission needs, provided the changes do not impact the classification *(pay plan, title, series, grade)* of the position. This form, the AF Form 860, may also be used to record performance plans not covered by a CPD/SCPD. The performance plan is a result of a thorough review of position requirements and any oral or written input from the employee.

At least one critical element addressing individual performance must be included in the performance plan, but more may be necessary *(normally not more than 7)*.

Performance standard*(s)* must be developed for each performance element, defining at least acceptable performance. They may address characteristics of performance such as quality, quantity, timeliness or work behaviors.

Include the performance elements and standards in Part I. If more room is needed, use a separate sheet. Once the plan is approved by the reviewing official, the rating official should discuss performance elements and standards contained in the plan with the employee. Provide the employee a copy of the plan. This form is retained for four years.

I. PERFORMANCE PLAN

EMPLOYEE'S NAME *(Last, First, Middle Initial)*	SSN	PAY PLAN	SERIES	GRADE

II. PERFORMANCE PLAN CERTIFICATION

The following signature blocks should be signed at the beginning of each appraisal period, within 30 days of the employee's assignment, or upon any formal change to this plan.

NAME, GRADE, DUTY TITLE, AND SIGNATURE OF RATING OFFICIAL *(Supervisor)*			PHONE #	DATE *(YYYYMMDD)*
APPRAISAL PERIOD	NAME, GRADE, DUTY TITLE AND SIGNATURE OF REVIEWING OFFICIAL			DATE *(YYYYMMDD)*
FROM	TO	SIGNATURE OF EMPLOYEE *(Receipt acknowledged. Signature does not indicate agreement or disagreement.)*		DATE *(YYYYMMDD)*
NAME, GRADE, DUTY TITLE, AND SIGNATURE OF RATING OFFICIAL *(Supervisor)*			PHONE #	DATE *(YYYYMMDD)*
APPRAISAL PERIOD	NAME, GRADE, DUTY TITLE AND SIGNATURE OF REVIEWING OFFICIAL			DATE *(YYYYMMDD)*
FROM	TO	SIGNATURE OF EMPLOYEE *(Receipt acknowledged. Signature does not indicate agreement or disagreement.)*		DATE *(YYYYMMDD)*
NAME, GRADE, DUTY TITLE, AND SIGNATURE OF RATING OFFICIAL *(Supervisor)*			PHONE #	DATE *(YYYYMMDD)*
APPRAISAL PERIOD	NAME, GRADE, DUTY TITLE AND SIGNATURE OF REVIEWING OFFICIAL			DATE *(YYYYMMDD)*
FROM	TO	SIGNATURE OF EMPLOYEE *(Receipt acknowledged. Signature does not indicate agreement or disagreement.)*		DATE *(YYYYMMDD)*

DEPARTMENT OF DEFENSE
EXECUTIVE PAY AND PERFORMANCE APPRAISAL

PART A - PERFORMANCE PLAN

1. NAME OF EXECUTIVE *(Last, First, Middle Initial)*	1.a. LAST 4 DIGITS OF SSN *(Optional)*	2. POSITION TITLE

3. ORGANIZATION	4. PAY POOL MANAGER

5. RATING PERIOD DATES *(YYYYMMDD)*		6. PERFORMANCE TYPE *(X)*	7. APPOINTMENT TYPE *(X and circle)*
a. BEGINNING	b. ENDING	☐ ANNUAL ☐ INTERIM	☐ CAREER, NONCAREER, LTD TERM, LTD EMERGENCY ☐ DISES

PART B, SECTION I - PERFORMANCE ELEMENTS AND REQUIREMENTS (See Page 2, Part B, Section I.)

The signatures below acknowledge joint development and understanding of the performance elements and performance requirements.

8.a. SIGNATURE OF EXECUTIVE	b. TYPED NAME OF EXECUTIVE *(Last, First, Middle Initial)*	c. DATE *(YYYYMMDD)*
9.a. SIGNATURE OF RATING OFFICIAL	b. TYPED NAME OF RATING OFFICIAL *(Last, First, Middle Initial)*	c. DATE *(YYYYMMDD)*

PART B, SECTION II - ON-GOING FEEDBACK

10. RECORD OF PERFORMANCE FEEDBACK WITHIN THE RATING PERIOD

a. DATE *(YYYYMMDD)*	b. EXECUTIVE	c. RATING OFFICIAL
d. DATE *(YYYYMMDD)*	e. EXECUTIVE	f. RATING OFFICIAL

PART C - PRELIMINARY PERFORMANCE SCORE

Preliminary Performance Score is based on the total scores of performance accomplishments on Page 2.

11.a. PRELIMINARY PERFORMANCE SCORE	b. PRELIMINARY PERFORMANCE RATING
c. RECOMMENDED PERFORMANCE SHARES	d. RECOMMENDED DISCRETIONARY PAY INCREASE

e. SIGNATURE OF RATING OFFICIAL	f. DATE *(YYYYMMDD)*
g. SIGNATURE OF SECOND LEVEL SUPERVISOR	h. DATE *(YYYYMMDD)*

PART D - EXECUTIVE ACKNOWLEDGEMENT OF APPRAISAL

Signature acknowledges that the executive is aware of and was provided a copy of this evaluation. It does not constitute agreement or disagreement with the evaluation.

12.a. SIGNATURE OF EXECUTIVE	b. DATE *(YYYYMMDD)*

c. HIGHER LEVEL REVIEW	d. EXECUTIVE'S INITIALS	e. DATE REQUEST SUBMITTED *(YYYYMMDD)*
☐ *(X indicates the executive's request for a higher level review within 7 workdays after receipt of the preliminary rating.)*		

PART E - PERFORMANCE REVIEW BOARD RECOMMENDATIONS

13.a. PERFORMANCE RATING	b. PERFORMANCE SCORE	c. PERFORMANCE SHARES

PART F - AUTHORIZING OFFICIAL: PERFORMANCE SCORE, PAY INCREASES AND PERFORMANCE BONUSES

14.a. PERFORMANCE		b. BASIC PAY INCREASE	c. PERFORMANCE BONUS	d. DISCRETIONARY PAY INCREASE
(1) SCORE	(2) SHARES	$	$	$

e. SIGNATURE OF AUTHORIZING OFFICIAL	f. DATE *(YYYYMMDD)*

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL	NAME OF EXECUTIVE

PART B, SECTION I - PERFORMANCE ELEMENTS, PERFORMANCE REQUIREMENTS, AND PRELIMINARY SCORE
(Limited to no more than two pages)

a. PERFORMANCE SCORES	b. PERFORMANCE ELEMENTS AND REQUIREMENTS
1. LEADERSHIP/SUPERVISION WEIGHT	**MANDATORY.** Demonstrates effective and ethical individual and organization leadership to assess situations realistically; identifies and recommends or implements needed changes.
2. CONTRIBUTION TO MISSION ACCOMPLISHMENT WEIGHT	**MANDATORY.** Executes the position's assigned duties in a manner that contributes to the successful outcome of strategic goals and objectives.
3. RESOURCE MANAGEMENT WEIGHT	Demonstrates effective use/management of personal and organizational resources such as time, personnel, equipment and/or funds.
4. COMMUNICATION WEIGHT	Demonstrates effective listening, writing and oral communications skills.
5. COOPERATION/TEAMWORK WEIGHT	Demonstrates traits of flexibility, adaptability and decisiveness and the ability to exhibit and foster cooperation in team efforts and organizational settings.
6. CUSTOMER CARE WEIGHT	**MANDATORY.** Demonstrates effective interactions with internal and external customers.
7. TECHNICAL COMPETENCE/ PROBLEM SOLVING WEIGHT	Demonstrates the knowledge and skills required to execute the position's assigned duties and responsibilities.

PRELIMINARY PERFORMANCE SCORE: _____

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL	NAME OF EXECUTIVE

PART B, SECTION I - PERFORMANCE ELEMENTS, PERFORMANCE REQUIREMENTS, AND PRELIMINARY SCORE
(Continuation page)

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL	NAME OF EXECUTIVE

PART C - ACCOMPLISHMENTS
(Components may add Component-specific instructions or requirements.)

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL	NAME OF EXECUTIVE

PART C - ACCOMPLISHMENTS
(Components may add Component-specific instructions or requirements.)

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL ADMINISTRATIVE INSTRUCTIONS

Part A - Performance Plan (Page 1, Items 1 - 7)

Identify pertinent information about the executive being rated.
Item 6. Annual Rating: Completed after the end of the appraisal period.
Interim Rating: Appraisal of executive performance, other than the annual rating, completed during the rating period due to a reassignment or on the departure of a supervisor.

Part B.

Section I - Performance Elements, Performance Requirements and Preliminary Score (Page 2).

Identifies the seven standard performance elements for each executive, which include major areas of responsibilities. Each performance element must be supported by one or more performance requirements, which state what is expected at the achieved expectations performance level. Performance requirements must be specific, so that expectations are clear, i.e., level of quality, time frame, etc. Documents the Rating Official's preliminary performance score based on the executive's accomplishments toward meeting the performance requirements of each performance element. If the Rating Official is going to weight any of the performance elements, the weight must be documented on this page. Preliminary performance score total is documented here, as well as in Part C, Item 11.a.

Section I - Performance Elements and Performance Requirements (Page 1, Items 8 and 9).

The signatures of the executive and Rating Official are required in this part to acknowledge joint development and understanding of the performance elements and requirements.

Section II - On-Going Feedback (Page 1, Item 10).

Documents performance feedback sessions between the executive and the Rating Official. At least one entry is required during the rating period.

Part C (Pages 4 and 5 or no more than two pages on plain bond paper).

Document the executive's accomplishments on each performance requirement. The Rating Official, Performance Review Board, and Authorizing Official consider accomplishments in determining increases to basic pay and performance bonuses. Component- specific instructions may be added before accomplishments are addressed.

Document the Rating Official's determination of the preliminary performance score (Item 11.a., from Part B, Section I), the preliminary performance rating (Item 11.b.), the recommended performance shares (Item 11.c.) based on the preliminary performance score relative to the range of performance shares in the following table, and any recommended discretionary pay increase.

Performance Rating, Score Ranges and Shares for Payout Share Conversion Chart

Performance Rating	Score Range	Performance Payout Shares
Exceptional Results	95 - 100	11, 12, 13, 14, 15, or 16 shares
Exceeds Expected Results	86 - 94	7, 8, 9, or 10 shares
Achieved Expectations	70 - 85	1, 2, 3, 4, 5, or 6 shares
Minimally Satisfactory	51 - 69	0 shares
Unsatisfactory	0 - 50	0 shares

Part D - Executive Acknowledgement of Appraisal.

Item 12.a. Signature of executive. The signature of the executive acknowledges that the executive is aware of and has been provided a copy of this evaluation. Signature does not constitute agreement or disagreement with the appraisal. If the executive desires to provide a written response to the preliminary performance rating, and desires a higher-level review, the executive places an X in Item 12.c. and initials and dates the form.

Part E - Performance Review Board (PRB) Recommendations.

Items 13.a. through 13.c. document PRB recommendations to the Authorizing Official: the performance rating (Item 13.a.); performance score (Item 13.b.); and the performance shares (Item 13.c.).

Part F - Authorizing Official: Performance Score, Pay Increases and Performance Bonuses.

Items 14.a. through 14.f. document the Authorizing Official's decisions on: the performance score and performance shares (Item 14.a.); the dollar amount of the increase in basic pay (Item 14.b.); the dollar amount of the performance bonus (Item 14.c.); the discretionary pay increase (Item 14.d.); the signature of the Authorizing Official (Item 14.e.); and the date of the Authorizing Official's decisions (Item 14.f.).

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE APPRAISAL
PERFORMANCE ELEMENTS

1. **Leadership/Supervision (Mandatory):** Demonstrates effective and ethical individual and organization leadership to assess situations realistically; identifies and recommends or implements needed changes. Actively furthers the mission of the organization and assures that organization performance is aligned to the strategic plan. Works to improve the diversity of the organization, ensures that all employee rights are respected and is responsible for the effective management of employee performance. Builds leaders for the future through active engagement in and support for developmental programs.

2. **Contribution to Mission Accomplishment (Mandatory):** Executes the position's assigned duties in a manner that contributes to the successful outcome of strategic goals and objectives. Ensures that the accomplishments of the organization or program managed can be directly tied to mission need. Specifies the results or commitments to be achieved during the rating period.

3. **Resource Management:** Demonstrates effective use/management of personal and organizational resources such as time, personnel, equipment and/or funds. Meets schedules and deadlines, and accomplishes work in order of priority; generates and accepts new ideas and methods for increasing work efficiency; effectively utilizes and properly controls available resources; supports organization's resource development and conservation goals. Manages organization or program within the parameters established for the Department's Internal Control Program.

4. **Communication:** Demonstrates effective listening, writing, and oral communications skills. Provides or exchanges oral/written ideas and information that are timely, accurate, and easily understood. Represents the organization in a manner appropriate for the level of communication. Understands and operates under the communication release requirements of the organization.

5. **Cooperation/Teamwork:** Demonstrates traits of flexibility, adaptability and decisiveness and the ability to exhibit and foster cooperation in team efforts and organizational settings. Uses the appropriate cooperation and teamwork skills for the situation.

6. **Customer Care (Mandatory):** Demonstrates effective interactions with internal and external customers. Demonstrates care for customers through respectful, courteous, reliable and conscientious actions. Seeks out, develops, and/or maintains solid working relationships with customers to identify their needs, quantifies those needs, and develops practical solutions. Keeps customer informed. Within the scope of job responsibility, seeks out and develops new programs and/or reimbursable customer work.

7. **Technical Competence/Problem Solving:** Demonstrates the knowledge and skills required to execute the position's assigned duties and responsibilities. Ensures the technical accuracy of the work produced or provided by organization/program managed. Independently identifies issues and recognizes all sides in the resolution process.

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE SYSTEM

The basis for determining the rating level of each performance element will be based on the relationship of the executive's accomplishments to the performance requirements. The table below identifies each of the seven benchmark performance elements: Leadership/Supervision; Contribution to Mission Accomplishment; Resource Management; Communication; Cooperation/Teamwork; Customer Care; and Technical Competence/Problem Solving, and illustrates accomplishments and contributions to be considered in reviewing the executive's performance.

Performance Element	Competencies/Performance Accomplishment
Leadership/ Supervision (Mandatory element)	**Vision** - Takes a long-term view and acts as a catalyst for organizational change; builds a shared vision with others. Influences others to translate vision into action. Engages in succession planning. **Service Motivation** - Creates and sustains an organizational culture which encourages others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well. Shows a commitment to public service. Influences others toward a spirit of service and meaningful contributions to mission accomplishment. **Integrity/Honesty** - Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service. **Leveraging Human Capital** - Recruits, develops, and retains a diverse high quality workforce in an equitable manner consistent with applicable law and merit systems principles. Leads and manages an inclusive workplace that maximizes the talents of each person to achieve sound business results. Respects, understands, values and seeks out individual differences to achieve the vision and mission of the organization. Develops and uses measures and rewards to hold self and others, including subordinate managers and supervisors, accountable for achieving results that embody the principles of diversity and achieve organizational results. **Decisiveness** - Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data is limited or solutions produce unpleasant consequences; is proactive and achievement oriented.
Contribution to Mission Accomplishment (Mandatory element)	**Strategic Alignment** - Achieves results that support and contribute to the accomplishment of the strategic goals of the organization, Component, and the Department. **Strategic Thinking** - Formulates effective strategies consistent with the business and competitive strategy of the Department and Component in a global economy. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities. **Entrepreneurship** - Identifies opportunities to develop and market new products and/or services within or outside of the organization. Is willing to take risks; initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage. **External Awareness** - Identifies and keeps up to date on key national and international policies and economic, political, and social trends that affect the organization. Understands near-term and long-range plans and determines how best to be positioned to achieve a competitive business advantage in a global economy or to best achieve the goals of the Department and Component.
Resource Management	**Financial Management** - Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches. Manages procurement and contracting. **Human Resources Management** - Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised, and rewarded; takes corrective action, as appropriate. **Technology Management** - Uses efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. Develops strategies using new technology to enhance decision-making. Understands the impact of technological changes on the organization. **Accountability** - Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans; focuses on results and measuring attainment of outcomes. Complies with accountability systems requirements, and documents actions taken.

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE SYSTEM *(Continued)*	
Performance Element	**Competencies/Performance Accomplishment**
Communication	**Influencing/Negotiating** - Consistent with Department and Component policies, persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations. **Interpersonal Skills** - Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect. **Oral Communication** - Makes clear and convincing oral presentations to individuals or groups; listens effectively and clarifies information as needed; facilitates an open exchange of ideas and fosters an atmosphere of open communication. **Political Savvy** - Identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality; recognizes the impact of alternate courses of action. **Written Communication** - Expresses facts and ideas in writing in a clear, convincing and organized manner.
Cooperation/ Teamwork	**Flexibility** - Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution. **Resilience** - Deals effectively with pressure; maintains focus and intensity and remains optimistic and persistent, even under adversity. Recovers quickly from setbacks. Effectively balances personal life and work. **Conflict Management** - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact. **Team Building** - Inspires, motivates and guides others toward goal accomplishment. Consistently develops and sustains cooperative working relationships. Encourages and facilitates cooperation within the organization and with customer groups; fosters commitment, team spirit, pride, and trust. Develops leadership in others through coaching, mentoring, rewarding, and guiding employees.
Customer Care (Mandatory element)	**Customer Service** - Balancing interests of a variety of clients, readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the needs of clients; achieves quality end products; is committed to continuous improvement of services. **Partnering** - Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.
Problem Solving/ Technical Competence	**Problem Solving** - Identifies and analyzes problems; distinguishes between relevant and irrelevant information to make logical decisions; provides solutions to individual and organizational problems. **Technical Credibility** - Understands and appropriately applies procedures, requirements, regulations, and policies related to specialized expertise. Is able to make sound hiring and capital resource decisions and to address training and development needs. Understands linkages between administrative competencies and mission needs. **Continual Learning** - Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge. **Creativity and Innovation** - Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs.

DEPARTMENT OF DEFENSE EXECUTIVE PAY AND PERFORMANCE SYSTEM
STEPS IN THE PERFORMANCE APPRAISAL PROCESS

Rating Official.

1. Develop Performance Plan.
2. Determine which of the Standard Performance Elements relate to position.
3. Weight the Performance Elements.
4. Develop, with the executive, a narrative description of the performance requirements for each element.
5. Discuss Performance Elements and Requirements with executive.
6. Document Performance Elements and Requirements on the DoD Executive Pay and Performance Appraisal form.
7. Provide on-going feedback.
8. Hold at least one Progress Review and document it.
9. Ask executive for a narrative input, if desired.
10. Appraise executive's performance at the end of the rating period.
11. Assess executive accomplishments against Performance Elements and Requirements.
12. Assign numeric score to Performance Elements as Preliminary Performance Score.
13. Use Share Conversion Chart, assign Preliminary Performance Payout Shares.
14. Discuss Performance Appraisal with executive.

Performance Review Board.

15. Review Executive Performance Appraisals, Preliminary Performance Score, and Performance Payout Shares.
16. Recommend Executive Performance Ratings, Performance Bonuses, and Increases to Basic Pay.

Authorizing Official.

17. Determine Final Performance Rating, Performance Score and Performance Payout Share (including split between Bonus and Increase to Basic Pay).