



DEPARTMENT OF THE NAVY
BUREAU OF NAVAL PERSONNEL
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BUPERSINST 12430.4
BUPERS-05
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BUPERS INSTRUCTION 12430.4

From: Chief of Naval Personnel

Subj: CIVILIAN PERFORMANCE MANAGEMENT FOR THE BUREAU OF NAVAL PERSONNEL

Ref: (a) DoD Instruction 1400.25, Volume 431, of 4 February 2016
(b) DON Policy Memo of 28 March 2017 – DON Interim guidance on the Defense Performance Management and Appraisal Program (NOTAL)
(c) SECNAVINST 12771.2
(d) 29 CFR 1614

Encl: (1) Definitions
(2) Performance Plan Requirements
(3) Sample Supervisory Critical Elements

1. Purpose. To provide policy and guidance for the Department of Defense Performance Management and Appraisal Program (DPMAP) as outlined in references (a) and (b) and documented in enclosures (1) through (3).
2. Cancellation. BUPERSINST 12430.3A.
3. Scope and Applicability. This instruction applies to all positions within the Bureau of Naval Personnel (BUPERS).
4. Background. In April 2016, the Department of Defense (DoD) implemented a new performance management system: DPMAP. This system was established to provide a fair, credible, and transparent performance appraisal program across all DoD.
5. Policy. Reference (a) establishes DPMAP to link bonuses and other performance-based actions to employee performance. BUPERS will develop and maintain a results-oriented performance culture that links individual performance to organizational goals. Employees will be rated under the DPMAP three-tiered system, with possible ratings of record of “5 – Outstanding, 3- Fully Successful, and 1-Unacceptable.” The DPMAP performance rating cycle will run from 1 April to 31 March.

6. Roles and Responsibilities.

a. BUPERS-05. BUPERS-05 responsibilities include:

- (1) Act as the BUPERS Performance Management Program Manager;
- (2) Develop policy and objectives, per references (a) through (d), for DPMAP and maintain oversight of BUPERS performance management programs;
- (3) Establish a performance management program with an implementing instruction;
- (4) Ensure program objectives are accomplished and comply with applicable policies contained in this instruction;
- (5) Establish assessment criteria to evaluate program effectiveness;
- (6) Communicate DPMAP policy updates to BUPERS activities and respond to requests for information;
- (7) Advise managers on performance related issues; and
- (8) Manage the submission of annual performance ratings with Office of the Civilian Human Resources (OCHR) Operations Center-Stennis and the Defense Civilian Personnel Data System (DCPDS).
- (9) Schedule and administer DPMAP face-to-face training on a regular basis for new employees coming onboard.

b. Head of the Organizational Unit (e.g., Department Head, Officer in Charge, Commanding Officer) must:

- (1) Implement DPMAP per BUPERS policy;
- (2) Ensure supervisors and employees in their organization complete performance management training as outlined in paragraph 7 of this instruction;
- (3) Establish a command-level performance awards review board (PARB) to govern all awards and recognition for the command. Submit requests for approval to BUPERS-05 for PARB composition that deviates from guidelines outlined below in paragraph 6c(1);
- (4) Fund and execute awards budget at the approved DoD and Department of the Navy (DON) approved levels of total adjusted salaries.

- (5) Respond to BUPERS-05 required actions within required timeframes; and
- (6) Identify a Performance Management Liaison for the organizational unit.

c. PARB. The PARB is comprised of senior leaders representing major organizational functions within the command. The PARB must:

(1) Consult with human resources, equal employment opportunity, and financial management advisors. Advisors must participate in board meetings and be available for questions as they arise;

(2) Review performance award recommendations for consistency, appropriateness, budgetary constraints, and adherence to merit system principles. PARBs are not allowed to change performance ratings at the individual element level or make changes to the overall rating of record;

(3) Establish and follow business rules that best support organizational operations and mission;

(4) Evaluate all recommended quality step increases (QSI).

d. Performance Management Liaison. The Performance Management Liaison coordinates with the managers, employees, and BUPERS-05. Responsibilities include:

(1) Coordinate performance appraisal submissions. Advise leadership and BUPERS-05 of any issues related to established timeframes.

(2) Ensure performance appraisals are completed within established timeframes;

(3) Administer PARB meetings and prepare records for review and consideration;

(4) Track awards distribution;

(5) Document operational guidelines for PARB in the form of DON and BUPERS policy;

(6) Track and report command progress on performance training requirements and performance plans as outlined in paragraph 7;

(7) Conduct an annual assessment of awards and QSI distribution for internal equity and consistency and brief results of assessment PARB leadership. Criteria reviewed will support Human Capital and Equal Employment Opportunity (EEO) Program assessments.

e. Rating Officials and Higher Level Reviewers (HLR) must:

(1) Develop and approve a written performance plan per reference (a) for each covered employee based upon work assignments and responsibilities within 30 days of the beginning of the performance period;

(2) Provide continuous feedback to employees throughout the performance period. Provide at least one documented progress review during the performance period as outlined in enclosure (2);

(3) Recommend and or approve a rating of record for each employee;

(4) Continuously reward and recognize employees throughout the performance cycle, as appropriate. Do not wait until the end of the performance cycle to recognize employees.

(5) Contact the Office of Labor and Employee Relations (BUPERS-05) any time during the performance period if employee performance is determined to be at the unacceptable level. Follow all guidelines established by 5 U.S.C., chapter 43, and DON guidance.

f. Employees. Employees must participate in mid-year progress reviews and year-end assessments. Employees are also encouraged to:

(1) Participate in the development of critical elements;

(2) Identify and record their accomplishments and results throughout the appraisal period; and

(3) Provide timely written self-assessment input for progress reviews, close-outs, and annual assessments.

7. MyPerformance Appraisal Tool. The MyPerformance appraisal tool, located in MyBiz+ at <https://compo.dcpds.cpms.osd.mil/>, is the only automated appraisal tool that has been authorized for use in administering and documenting activities under DPMAP. This tool is used to create, review, and approve performance plans; document modification to performance plans; document progress reviews; document employee input on his or her individual performance; and document performance appraisals. When supervisors or employees do not have access to the MyPerformance appraisal tool, they must use the paper copy of DD 2906 Department of Defense Civilian Performance Plan, Progress Review and Appraisal to document performance. DD Form 2906 is available at: <http://www.esd.whs.mil/DD/>.

8. Training Requirements. All BUPERS employees and rating officials are required to complete face-to-face DPMAP training to successfully implement DPMAP. In-person training will be announced as scheduled.

10. Review and Effective Date. Per OPNAVINST 5215.17A, BUPERS-05 will review this instruction annually on the anniversary of its issuance date to ensure applicability, currency, and consistency with Federal, DoD, SECNAV, and Navy policy and statutory authority using OPNAV 5215/40 Review of Instruction. This instruction will be in effect for 5 years, unless revised or cancelled in the interim, and will be reissued by the 5-year anniversary date if it is still required, unless it meets one of the exceptions in OPNAVINST 5215.17A, paragraph 9. Otherwise, if the instruction is no longer required, it will be processed for cancellation as soon as the cancellation is known following the guidance in OPNAV Manual 5215.1 of May 2016.

11. Form and Information Management Control.

a. DD 2906 Department of Defense Civilian Performance Plan, Progress Review, and Appraisal is available at: <http://www.esd.whs.mil/DD/>.

b. BUPERS activities will provide reports to BUPERS-05 at the start of the performance cycle, mid-year, and at the end of the performance cycle, indicating the status of performance plans for all employees. The reporting requirement listed in this paragraph is exempt from reports control per SECNAV M-5214.1, subparagraph 7j.

c. BUPERS utilizes MyPerformance in MyBiz+ to retain completed performance appraisal forms. If MyPerformance is unavailable, BUPERS activities will store completed electronic DD 2906 in the Total Records Information Management System (TRIM).


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Releasability and distribution:

This instruction is cleared for public release and is available electronically only via BUPERS Web site, <http://www.public.navy.mil/bupers-npc/Pages/default.aspx>

DEFINITIONS

The following is a glossary of common terms used in this instruction.

Acceptable Performance - Performance that meets an employee's performance requirement(s) or standard(s) at a level of performance above "Unacceptable" in the critical element(s) at issue.

Activity or Command - A field installation, headquarters command, or headquarters office with a commander, commanding officer, or officer in charge who has delegated budget authority.

Appraisal - The process under which performance is reviewed and evaluated against the described performance standard(s).

Award - Recognition for individual or team achievement that contributes to meeting organizational goals or improving the efficiency, effectiveness, and economy of the government or which is otherwise in the public interest.

Career Level - Entry, Journeyman, or Expert Levels. These levels are assigned based upon the type of work performed and the grade level of the employee. Reference (a), appendix (c), outlines DON defined career levels.

Close-out Appraisal - An appraisal conducted when an employee or first-level supervisor leaves a position or ceases to have rating responsibilities after the employee has been under established performance standards for at least 90 days or more but before the end of the performance period. Close-out ratings will be documented and used in deriving the rating of record and, in some cases, may become the rating of record.

Critical Element - A work assignment, goal, objective, or responsibility of such importance that unacceptable performance on the element would result in a determination that an employee's overall performance is unacceptable. Only critical elements may be used in DPMAP.

Day - Unless otherwise specified, calendar day.

Higher Level Review (HLR) - A senior level management official, normally above the level of a rating official.

Performance - Accomplishment of work assignments or responsibilities.

Performance Period - The established period of time for which performance will be reviewed and a rating of record prepared.

Performance Plan - All of the elements that describe the expected performance of an individual employee. A plan must include all critical elements and their related performance standards.

Performance Awards Review Board - A group of senior leaders of an organization whose responsibility it is to review and approve all performance awards at a strategic level for fairness, appropriateness, and adherence to merit system principles.

Performance Standard - The management approved expression of the performance threshold(s), requirement(s), or expectation(s) that must be met to be appraised at a particular level of performance. A performance standard may include, but is not limited to, quality, quantity, timeliness, and manner of performance.

Position Description - Officially documents management's assignment of major duties, responsibilities, and organizational relationships to a position. Because it serves as the official record of the classification of the job, it can be used to make other personnel decisions, such as deriving critical elements.

Progress Review - One or more required conversations with an employee about performance as it relates to critical elements measured against applicable performance standards.

Rating of Record – The performance rating level assigned at the end of an appraisal cycle for performance of agency-assigned duties over the entire cycle.

Rating Official - A rating official, generally an employee's first-line supervisor, is responsible for establishing performance plans for his or her employees based upon the parameters identified in this policy, carrying out required performance reviews with employees, taking action as necessary to correct less than satisfactory performance, and recommending a summary level and rewards recognition for performance (as appropriate) to the HLR. The rating official must be a management official as described in reference (b) and is typically the immediate supervisor.

Reward Recommendation - A method for distinguishing between employees only for purposes of determining awards eligibility.

Unacceptable Performance - Performance of an employee that fails to meet established performance standards in one or more critical elements.

PERFORMANCE PLAN REQUIREMENTS

1. DPMAP System. The DPMAP is a three-tiered system. The possible ratings of record are “5-Outstanding, 3-Fully Successful, and 1-Unacceptable.” Per reference (a), each employee must have an approved written performance plan based on work assignments and responsibilities no later than 30 days after the start of the performance period, their onboard date, or the date they move into a new position.
2. Critical Elements. Plans should have between 2 and 4 critical elements. Each element must have associated performance standards that define expectations. Critical elements are only used to measure individual performance; supervisors must not establish critical elements for team performance. Whenever possible, performance standards should include specific, measurable, achievable, relevant, and timely (SMART) criteria.
3. Performance Elements. **The number of supervisory performance elements for supervisors must equal or exceed the number of non-supervisory (technical) elements.** Performance plans for supervisors must also contain at least one supervisory critical element that holds supervisors accountable for:
 - a. Planning, monitoring, developing, correcting, and assessing employee performance;
 - b. Recruiting, hiring, and on-boarding of new employees; and
 - c. The execution of EEO responsibilities.
4. Standard Supervisory Critical Element. A standard supervisory critical element has been established by DON to standardize supervisory and EEO requirements. This sample is provided in enclosure (3). Additionally, performance plans for specific types of positions, such as those with safety or security requirements, must include at least one critical element that addresses any specific requirements. Refer to reference (a) for more information.
5. Minimum Period to Receive a Rating Record. To receive a rating of record, an employee must have a minimum of 90 days under an approved performance plan in the same position. If necessary, an employee’s rating period may be extended by the rating official with approval from the HLR beyond the end of the rating period to ensure the minimum 90-day period is met, as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee’s organization. This approval should only be given after the Performance Management Liaison is consulted. If such an extension would interfere with rating and rewarding activities, then it should not be given, and the period of performance should be added to the beginning of the subsequent rating period. In this situation, the employee’s close-out rating from the previous supervisor would become the rating of record.

6. Modifying Plans – A performance plan is a flexible, living document and should be reviewed and discussed throughout the appraisal cycle. Plans may be modified as organizational goals and priorities or employee responsibilities change. All approved modifications to performance elements or standards must be discussed with the employee, and the employee should acknowledge the revisions in the MyPerformance appraisal tool or on the DD 2906. If considering a change to an element or standard within 90 days of the end of the appraisal cycle when work requirements change or new duties are assigned, the supervisor may:

- a. Review the element or standard at the beginning of the next appraisal cycle;
- b. Update the plan. If the employee does not have an opportunity to perform the new element(s) for the minimum 90-day period, do not rate the element(s); or
- c. Extend the appraisal cycle by the amount of time necessary to allow 90 days of observed performance under the revised element or standard. Extending the appraisal cycle will affect the start date of the employee's subsequent appraisal cycle; however, the subsequent appraisal cycle should still end 31 March of the follow calendar year.

7. Progress Reviews

- a. One mid-year progress review is required, at which time, employees should be informed of how they are progressing with regard to their critical elements. To the maximum extent possible, progress reviews will be informative and developmental in nature and will focus on future performance expectations.
- b. Progress reviews do not require the assignment of a rating of record. However, at any time during the performance period that performance is determined to be unacceptable in one or more critical elements of the employee's performance plan, per reference (a), the employee is to be formally notified in writing and given a reasonable opportunity to demonstrate acceptable performance.
- c. The rating official and employee must sign and date the performance appraisal form to indicate that the review was conducted. Failure by an employee to sign will not void the content of the plan or progress review. The employee's signature indicates the employee has received the progress review but does not necessarily constitute agreement with it.

8. Close-out Ratings - Close-out ratings must be conducted when:

- a. An employee completes a detail or temporary promotion of more than 120 days under established critical elements. This requirement also applies to employees on loan from another activity or agency for more than 120 days.

b. 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.

c. The rating official leaves the position after the employee has been under established critical elements for a minimum of 90 days. In this situation, the employee may continue under the same performance plan unless changed by the new rating official.

d. Close-out ratings may become the rating of record if there is insufficient time (fewer than 90 days) to establish a new performance plan and rate the covered employee in the newly assigned position before the end of the performance period.

9. Annual Appraisals - An annual appraisal must be conducted for each employee at the end of the performance period.

a. Employees are required to provide their rating officials with narrative self-assessments of their accomplishments for each of their critical elements compared to their assigned performance standards on the performance appraisal form no later than 15 calendar days after the end of the performance period.

b. Rating officials are required to consider employee self-assessments and prepare written assessments of employee performance and contribution to mission no later than 30 calendar days after the end of the performance period. Written assessments will be used to justify recommended ratings of record to the HLR.

c. The rating official's recommended performance ratings are subject to the review and approval by the HLR. If the HLR changes the performance rating, the rationale for doing so must be documented in writing on the performance appraisal form.

d. Rating official and HLR assessments must document the employee's accomplishments in a manner that articulates how the individual met the appropriate career level, element level, and reward recommendation level performance standard.

e. When a rating of record cannot be prepared by the time specified, the performance period may be extended to meet the minimum 90-day period as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process for the employee's organization. A rating of record should be prepared as soon as practicable once the necessary conditions have been met. This extension may only be granted after consultation with the Performance Management Liaison.

10. Rating of Record

a. Accomplishments in each critical element are assigned an individual element level of "5-outstanding" "3-fully successful" or "1-unacceptable" after having been compared to the

performance standards in reference (a). Ratings are based on a comparison of performance against written performance standards. All performance element ratings are averaged to calculate the rating of record, which reflects the employee’s overall job performance during the appraisal cycle based on the below table.

Rating Level	Rating Criteria
Level 5 – Outstanding	The average score of all critical element performance ratings is 4.3 or greater, with no critical elements being rated a ‘1’ (Unacceptable), resulting in a rating of record that is a ‘5’
Level 3 – Fully Successful	The average score of all critical element performance ratings is less than 4.3, with no critical elements being rated a ‘1’ (Unacceptable), resulting in a rating of record that is a ‘3’
Level 1 – Unacceptable	Any critical element rated as ‘1’

b. An “unacceptable” rating of record is assigned only if performance on one or more critical elements is appraised as “unacceptable.”

c. The performance appraisal form must be signed either electronically or manually and dated by the employee, rating official, and the HLR. The employee’s signature signifies the employee has received the rating but does not necessarily constitute agreement with it.

11. Grievances and Appeals. Employees may raise issues relating to the performance appraisal process using the administrative grievance procedure outlined in reference (c). Appealable issues may be submitted to the Merit Systems Protection Board (MSPB). Guidance on grievable and appealable matters is as follows:

a. The substance of an employee's critical elements and determinations concerning awards or additional step increases cannot be grieved or appealed.

b. Failure by a rating official or HLR to inform employees of critical elements and standards within the required time frame may be grieved.

c. Ratings on individual elements and summary level ratings may be grieved.

d. Performance-based demotions and removals may be grieved through the appropriate grievance procedure or appealed to the MSPB, but not both.

12. Discrimination Complaints. When dissatisfaction with a performance appraisal or rating is based upon discriminatory factors, a pre-complaint must be initiated with the command EEO counselor. Pre-complaints are processed per reference (d). Contact information for the EEO counselor is prominently posted throughout BUPERS facilities.

SAMPLE SUPERVISORY CRITICAL ELEMENTS

SAMPLE ONE (1) SUPERVISORY CRITICAL ELEMENT

Manages an aligned, engaged and high-performing team leading by example and developing and executing a mission-aligned vision for the organization. Creates a positive, safe work environment. Upholds high standards of integrity and ethical behavior. Performs all supervisory duties including:

- a. Ensuring compliance with applicable laws, regulations, and policies including Merit System Principles and prohibited personnel practices.
- b. Effectively attracting and retaining a high-caliber workforce and acting in a responsible and timely manner on all steps in the recruitment and hiring process.
- c. Providing opportunities for orientation and tools for enabling employees to succeed.
- d. Identifying current and future position requirements to ensure recruitment.
- e. Completing all performance management tasks in a timely manner including clearly communicating performance expectations throughout the appraisal period, holding employees accountable, making meaningful distinctions in performance, rewarding excellent performance, promoting employee development and training, and addressing performance and conduct issues.
- f. Acting as a good steward of public funds.
- g. Maintaining a safe work environment and addressing allegations of noncompliance.
- h. Ensuring EEO principles are adhered to and addressing allegations of discrimination, harassment, and retaliation.
- i. Effectively develop and champion innovative ideas to improve the organization and create an environment to foster innovation.

SAMPLE TWO (2) SUPERVISORY CRITICAL ELEMENTS

Critical Element #1:

Performs all supervisory duties to include: (1) Ensures compliance with applicable laws, regulations and policies including Merit System Principles and Prohibited Personnel Practices; (2) Attracts and retains a high-caliber workforce and acts in a responsible and timely manner on all steps in the recruitment and hiring process; (3) Provides opportunities for orientation and tools for enabling employees to successfully perform during the probationary period and beyond; (4) Identifies current and future position requirements to ensure recruitment is appropriately focused and is timely; and (5) Completes all performance management tasks in a timely manner including clearly communicating performance expectations throughout the appraisal period, holding employees accountable, making meaningful distinctions in performance and rewarding excellent performance, promoting employee development and training, and promptly addressing performance and conduct issues.

Critical Element #2:

Leads an aligned, engaged, and high performing team. Creates a positive, safe work environment that allows employees to excel. Upholds high standards of integrity and ethical behavior. Ensures EEO principles are adhered to throughout the organization and promptly addresses allegations of discrimination, harassment, and retaliation. Acts as a good steward of public funds. Maintains a safe work environment and promptly addresses allegations of noncompliance. Effectively develops and champions innovative ideas to improve the organization and create an environment that fosters innovation.