From: Commander, Navy Reserve Force

Subj: DEPARTMENT OF THE NAVY INTERIM PERFORMANCE MANAGEMENT SYSTEM

Ref: (a) 5 U.S.C. §43
(b) 5 CFR 430
(c) DoD Directive 1400.25 of 18 May 2009
(d) DoN Civilian Human Resources Manual, Subchapters 430.1 and 432.1
(e) DoN Interim Performance Management System Covering Positions Transitioning to GS from the NSPS Policy, September 2010
(f) DoN Interim Performance Management System Handbook, September 2010
(g) OPNAV 12430/6 (Rev. 11-2011)
(h) COMNAVRESFOR ltr 12451 Ser N00CP/1261 of 3 Oct 11

Encl: (1) Critical Element Performance Standards
(2) COMNAVRESFOR Standardized Supervisory Critical Element

1. Purpose. To establish Commander, Navy Reserve Force (COMNAVRESFOR) policy and guidance on the roles and responsibilities for implementing the Department of the Navy (DoN) Interim Performance Management System (IPMS). Reference (a), Volume 430 and references (b) through (d) prescribe procedures, delegate authority, establish and assign responsibility for performance management within the Department of Defense (DoD). Reference (e) provides DoN procedures for establishing and implementing the IPMS and reference (f) is provided for supervisors and employees in executing their performance management duties and responsibilities. Reference (g) is the DoN Interim Performance Appraisal Form to use for appraisals. Reference (h) is COMNAVRESFOR Civilian Personnel Awards Policy.

2. Cancellation. COMNAVRESFORINST 12430.4
3. Coverage. The DoN IPMS applies to all COMNAVRESFOR positions that transitioned to General Schedule (GS) from the National Security Personnel System (NSPS) and to positions that would have been covered had NSPS not been repealed. This system will remain in effect until DoD issues an enterprise wide performance management system as required by the National Defense Authorization Act (NDAA) of 2010. It does not apply to employees who are members of bargaining units.

4. Background. The NDAA 2010 repealed NSPS in October 2009. COMNAVRESFOR employees transitioned from NSPS to the GS system on 6 June 2010. IPMS is intended to be an interim appraisal system, pending implementation of a permanent DoD performance management system.

5. IPMS. The DoN IPMS is a two level system. Employees covered by this system will receive an annual rating of record of either "acceptable" or "unacceptable." The annual rating of record will be based on the employees' accomplishments toward meeting the critical elements outlined in their performance plan. Additionally, the two level system includes a framework for recommending performance based awards.

6. Performance Plan/Appraisal Requirements

   a. The rating cycle for the DoN IPMS begins 1 October, and ends 30 September, of the following year.

   b. Enclosure (1) will be used for creating performance plans and evaluating performance at all stages of the performance cycle (i.e., progress reviews, close-outs, annual appraisals, etc.).

   c. To receive a rating of record, an employee must have served in the same position, with an approved performance plan, for a minimum period of 90 calendar days. If necessary, an employee's rating period may be extended by the Rating Official (RO), with approval from the senior RO, beyond the end of the rating period, to ensure the minimum 90 day period is met. This will occur as long as the extension does not interfere with the ability to manage any part of the rating and rewarding process. If such an extension interferes with the rating and rewarding activities, then it should not be given, and the performance should be added to the beginning of the subsequent rating period.
The employee’s close out rating would become the rating of record.

d. Performance plans will include at least three critical elements. Critical elements are derived from employees’ work assignments, goals, objectives or responsibilities. They are of such importance that unacceptable performance in any one of the critical elements would result in a determination that the employee’s overall performance is unacceptable. Additionally, critical elements must be specific in nature, comprehensive enough to span the entire rating period, or a substantial portion, and be commensurate with the employee’s grade, experience and position requirements. In developing critical elements, ROs should look realistically at the work to be accomplished, how the work will be measured and when deliverables are required during the performance cycle. Care should be taken to develop definitive critical elements with expected results and outcomes and avoid developing “task lists.” Critical elements may be modified, added to or deleted from an employee’s performance plan, as needed, throughout the performance period. However, they may not be adjusted within 90 days of the end of the appraisal period, since an employee must meet the 90 day minimum period to be rated, unless the rating period is extended. Reasons for adjusting critical elements may include conditions that change beyond the employee’s control or influence, the resources to complete the assignment were underestimated, changes to organizational mission or staffing structure, or assignment of new responsibilities.

e. Performance plans for supervisory positions will contain the COMNAVRESFOR Standardized Supervisory Critical Element from enclosure (2). This element must be included in each supervisor’s performance plan as one of their critical elements. The element holds supervisors accountable for planning, monitoring, developing, correcting and assessing subordinate employees’ performance. Supervisors will be assessed on the quality and timeliness of their assessment of employees and how well performance management duties and responsibilities were accomplished.

f. Employees must be provided a copy of their performance plan within 30 days of the beginning of the rating period, permanent assignment to a new position and for each detail, temporary assignment or promotion expected to last more than 120 days.
g. During the annual appraisal cycle, ROs must conduct at least one formal documented progress review with each employee, even if an employee has received a close out rating from the current or prior position, unless the close out rating becomes the final rating of record. Progress reviews will be informative, developmental and will inform employees of how well they are progressing towards meeting their critical elements. Progress reviews should be used to discuss employee performance thus far. They should include specific examples of performance behaviors, to adjust the performance plan, if necessary, and to discuss whether training or assistance is needed to meet the requirements of the critical elements. Critical elements are not rated for the progress review and the Senior ROs approval is not required.

h. An element rating of "unacceptable" in any critical element of a performance plan renders an "unacceptable" rating of record.

7. Ratings of Record

a. A summary level of "acceptable" or "unacceptable" must be assigned as the rating of record at the end of the performance cycle. A rating of "unacceptable" cannot be given unless the employee also failed a performance improvement plan.

b. Ratings are based on a comparison of the employee’s performance contribution and accomplishments against the Critical Element Performance Standards in enclosure (1). The Supervisory Performance Standard will be used to compare performance under the Supervisory Critical Element only.

c. An individual rating of "acceptable" or "unacceptable" is assigned to each critical element. If all critical elements are rated "acceptable," a summary level of "acceptable" is assigned as the rating of record. If one critical element is rated "unacceptable" then a summary level of "unacceptable" is assigned as the rating of record.

8. Unacceptable Performance. If performance is determined to be unacceptable at any time during the rating cycle, contact COMNAVRESFOR Civilian Human Resources (CHR) promptly to determine a proper course of action. ROs must take corrective action by first counseling the employee.
If performance does not improve, the employee must be notified in writing and placed on a formal Performance Improvement Plan (PIP). ROs must contact COMNAVRESFOR CHR for guidance and assistance in developing a PIP and assistance in developing a PIP notification letter prior to issuance to the employee. A rating of record of "unacceptable" may not be assigned until the above requirements have been met. Within-Grade Increases (WGI) cannot be granted while performance is at an unacceptable level. Supervisors are responsible for monitoring the WGI due date, as the personnel system automatically updates employees' records unless deliberately stopped.

9. Performance Award Recommendations. The primary means of recognizing and rewarding performance are performance based awards, to include cash, time off and Quality Step Increases (QSI). A QSI is an earlier than normal WGI, resulting in a permanent salary increase. ROs will provide justification documenting the employee has performed at a truly exceptional level to justify a permanent salary increase. Careful consideration should be given before recommending a QSI, since it has a lasting effect.

a. Employees with a rating of record of "acceptable" may be recommended for a performance based award. Awards are not mandatory or guaranteed.

b. Award recommendations will be based on an assessment of the contributions and accomplishments made in each critical element against the performance standards in enclosure (2). This assessment will result in an award recommendation score of level 1, 2 or 3.

c. Recommending officials will consider other recognitions received by employees during the rating period when determining award amounts. This includes recent promotions, WGIs and other monetary awards paid during the performance year.

d. The average score of the award recommendation for each critical element will be the basis for eligibility of the level of recognition received.

e. Per reference (h), the COMNAVRESFOR funding level for all awards is one percent of aggregate base salaries, with no more than half of the one percent cap to be used for end of performance cycle awards, unless otherwise directed.
f. Employees who receive an average score of 2.5, or above, may be recommended for a QSI provided the employee:

(1) Has demonstrated sustained performance of high quality, significantly above that expected at the “acceptable” level.

(2) Is currently below step 10 of his/her grade.

(3) Has not received a QSI, or other form of comparable recognition for performance, beyond the norm from other systems in the preceding 52 weeks.

g. Award amounts must be approved by the Performance Awards Review Board (PARB) prior to employee notification.

10. Grievances and Appeals. Employees may raise issues relating to the performance appraisal process through the administrative grievance procedure. The following issues are within the realm of grievance procedures:

a. Failure to inform employees of critical elements and standards within the required time frame.

b. Individual elements and summary level ratings. Performance based demotions and removals may be grieved through the administrative grievance procedure or appealed to Merit Systems Protection Board (MSPB), but not both. The substance of an employee’s critical elements and determinations concerning awards or QSIs are not within the realm of grievance procedures.

11. Responsibilities

a. Commander, Navy Reserve Forces Command (COMNAVRESFORCOM) and Navy Region Reserve Component Command (RCC) Commanders will:

   (1) Establish PARBs to approve types and amounts of awards recommended by Senior ROs. The COMNAVRESFORCOM PARB will cover employees from the COMNAVRESFOR Headquarters Unit Identification Codes (UICs) 00071, 00072, 3447B, 47454, as well as, Navy Reserve Professional Development Center (NRPDC) UIC 30256 and Navy Air Logistics Office UIC 68814. The RCC PARBs will cover employees from subordinate commands and any Commander, Naval Air Force Reserve (COMNAVAIRFORRES) commands within their region.
(2) Serve as, or designate a chair for the PARB.

(3) Develop/adopt business rules in accordance with COMNAVRESFOR PARB business rules.

(4) Provide oversight.

(5) Appoint and designate PARB members.

(6) Furnish a summary report of the board’s award decisions to COMNAVRESFOR (N00CP). Report will include, at a minimum, the award distribution, by recommendation levels 1, 2, 3 and type of award (cash, time off and QSI), the number of grievances received/resolved and list of PARB members.

(7) Make final decision on award types and amounts.

b. PARB. Membership will consist of a minimum of three senior level officials, one of which has a financial background and can serve as an advisor on budgetary and financial matters. Should PARBs review award recommendations of COMNAVRESFOR employees, the COMNAVRESFOR Chief of Staff will designate a Senior Air Official as a member of the board. The Board will:

(1) Designate a PARB administrator.

(2) Review award recommendations for consistency, appropriateness and adherence to the merit system principles.

(3) Ensure fairness and good business decisions across the region or area of responsibility.

(4) Ensure awards accurately reflect and recognize performance and/or contributions to the command’s mission.

(5) Approve, disapprove or modify award recommendations. Modifications may be made to the recommended score and/or the percentage amount awarded to the employee.

(6) Provide justifications for changes in award recommendations and ensure files are maintained documenting changes.

c. COMNAVRESFOR Director, CHR (N00CP): The COMNAVRESFOR Director CHR will serve as the focal point for the COMNAVRESFOR IPMS program and will:
(1) Provide and interpret DoN policies on IPMS.

(2) Provide PARB policy and guidance.

(3) Develop COMNAVRESFOR PARB business rules.

(4) Provide Human Resource guidance and assistance to each PARB, as needed.

(5) Monitor PARB results/trends.

d. PARB Administrator will:

(1) Prepare necessary documentation to facilitate board deliberations. Such documentation may include electronic or paper copies of rating of record, reward recommendation and assessments from the employee, supervisor and senior RO; copies of the critical elements performance standards, list of promotions and awards occurring during the cycle, etc.

(2) Advise the board concerning DoD, DON and local business rules governing performance and award management.

(3) Schedule conference rooms and ensure availability of electronic equipment necessary for Board deliberations.

(4) Receive, store and secure appraisal information for the Board’s use.

(5) Track award changes made by the board for notifying ROs.

(6) Prepare documentation and work with COMNAVRESFOR CHR to ensure performance based awards are processed.

e. Senior RO will:

(1) Review and approve performance plans, progress reviews, close outs, recommended ratings of record, awards and recognition.

(2) Ensure consistency and fairness within the span of control.

(3) Hold ROs accountable for the proper and timely execution of performance management responsibilities.
f. RO will:

(1) Effectively manage employees' performance. This includes the timely execution of performance plans, progress reviews, close outs, annually assessment of employees' performance/accomplishments and recommended rating of record and award, if applicable.

(2) Establish and provide employees a copy of their written performance plan within 30 days of the beginning of the rating period; permanent assignment to a new position; and for each detail, temporary assignment or promotion expected to last more than 120 days. Performance plans are based on the employee's work assignments, objectives and responsibilities during the official appraisal period.

(3) Conduct one or more documented progress reviews during the appraisal period.

(4) Complete a close out rating if either the RO or the employee ceases to exercise the duties of their current position. A close out is required if the employee changes positions, or the supervisor leaves his or her position after the employee has been under an established performance plan for the minimum 90 day period. Since the close out may become the rating of record, the RO must rate each critical element, assign a summary level and recommend an award.

(5) Address performance deficiencies as early as possible in the rating cycle to ensure sufficient opportunity for employees to improve their performance prior to the end of the cycle.

(6) Complete a narrative assessment of each employee's performance within 30 days, after the end of the performance cycle. This includes a rating for each critical element, assignment of a summary level and award recommendation.

(7) Hold a conversation with each employee to discuss their approved rating of record and any finalized award amount within 75 days of the end of the appraisal period. Ratings are effective at the time this conversation takes place.

(8) Provide a copy of the rating of record to each employee within 45 days of the effective date of the rating. Ratings are effective at the time of the required conversation between the RO and the employee occurs.
g. Employees will:

(1) Participate in developing performance plans, critical elements and performance measurements.

(2) Engage in constructive dialogue with supervisor in developing plans, conducting progress reviews and close outs during all performance discussions.

(3) Complete and provide to the RO a narrative assessment of accomplishments, contributions and results within 15 days after the end of the rating period.

(4) Complete and provide the RO a close out assessment if either the RO or the employee ceases to exercise the duties of their current position. Close outs are required if either the RO or employee leaves their current position.

(5) Inform ROs of obstacles or challenges that might adversely impact performance. Make RO aware of tools, training, or developmental activities needed to effectively accomplish work.


13. Action. Commands, activities and individuals with performance management responsibilities shall take necessary actions to implement the provisions outlined in this instruction, reference (a) and enclosure (1).

14. Forms. The Department of the Navy Interim Performance Appraisal Form may be obtained at the following site:
https://private.navymill.navymil/cnrfc/Special Assistants/NO
0CP/GS%20Transition/DON%20Performance%20Appraisal%20Form%2O

Distribution:
Electronic copy via COMNAVRESFOR Web site
https://navyreserve.navymil
Critical Element Performance Standards

ENTRY CAREER STAGES

Entry. An employee who is new, 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 more experienced colleagues, or need to learn a new skill set. This term can also describe an employee who is in a lower graded position of a career ladder, or one who requires 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.

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 and 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.

Enclosure (1)
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, 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 STAGES

Journey. An employee who has sufficient experience performing 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.

Career Stage: Journey
Element Level: Unacceptable
Reward Recommendation: N/A
Performance Standard:

- Failed to achieve all or part of the stated critical element;
- 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 and
thoroughly documented and meets 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 STAGES

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.

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 stated 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, anticipate balancing work demands 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, anticipate effectively balancing work demands 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.

Enclosure (1)
SUPervisory Career Stages

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 Equal Employment Opportunity (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 applicability 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.
Manages an aligned, engaged and high-performing team through leading by example and developing/executing a mission-aligned vision for the organization. Creates a positive, safe work environment that allows employees to excel. Upholds high standards of integrity and ethical behavior. Performs all supervisory duties including: Ensuring compliance with applicable laws, regulations, policies including Merit System Principles and Prohibited Personnel Practices. Effectively attracting and retaining a high-caliber workforce and acting in a responsible and timely manner on all steps in the recruitment/hiring process. Providing opportunities for orientation and tools for enabling employees to successfully perform during the probationary period and beyond. Identifying current and future position requirements to ensure recruitment is focused and timely. Completing 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/training and promptly addressing performance/conduct issues. Acting as a good steward of public funds. Maintaining a safe work environment and promptly addressing allegations of noncompliance. Ensuring Equal Employment Opportunity principles are adhered to and promptly addressing allegations of discrimination, harassment and retaliation.